



College AND UNIVERSITY Business

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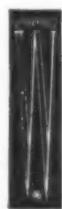
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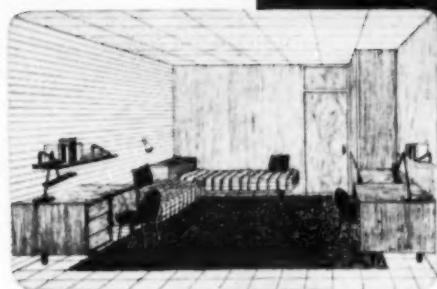
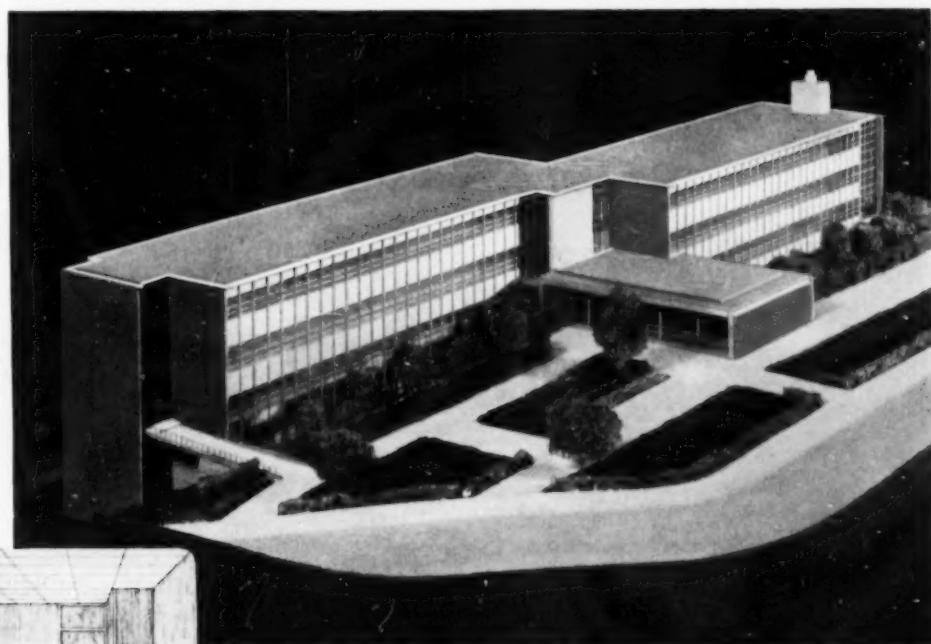
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Donner Hall, new men's dormitory, CARNEGIE INSTITUTE OF TECHNOLOGY, Pittsburgh, Pennsylvania, has the distinction of having been designed by two 1932 graduates of Carnegie's College of Fine Arts, and erected by a former Carnegie student, the General Contractor.

NEW MEN'S DORMITORY HAS "NEW LOOK"

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W. C. Greenough

WILLIAM C. GREENOUGH, vice president of Teachers Insurance and Annuity Association of America, describes on page 19 the effect that new regulations of the Social Security Act will have on colleges and universities. For many years Mr. Greenough has written authoritatively on retirement and social security problems and his book, "College Retirement Insurance Plans," came out in 1948. Before joining the T.I.A.A.

staff in 1941, Mr. Greenough was first assistant to the president and then personnel director of Indiana University. From 1943 to 1945 he served as a naval officer in the Pacific Theater and was awarded the Bronze Star medal. . . . RICHARD G. BOND, public health engineer of the student health service of the University of Minnesota and associate professor of the school of public health, presents in detail on page 31 the environmental health program now in operation there. Professor Bond received his M.S. degree from the University of Iowa in 1940 and his M.P.H. from the University of Minnesota eight years later. He has lectured extensively on healthful housing for college students and is a frequent contributor to medical and public health journals.



T. E. Blackwell

DR. T. E. BLACKWELL, vice chancellor of Washington University, continues his legal series with a discussion of academic tenure and communism (p. 28). Dr. Blackwell entered administrative work in higher education as controller of the Principia in St. Louis; he served in that capacity from 1921 to 1935. In 1935 he became controller and business manager of Washington University; later he was named as secretary of the board of directors and, more recently, vice chancellor. His book, "The Charitable Corporation and the Charitable Trust," was published in 1938 by the American Council on Education. Dr. Blackwell was editor for the committee of college business managers who produced Volume I of "College and University Business Administration" and is serving in a similar capacity in the preparation of Volume II. He obtained his doctor of laws degree from Washington University.



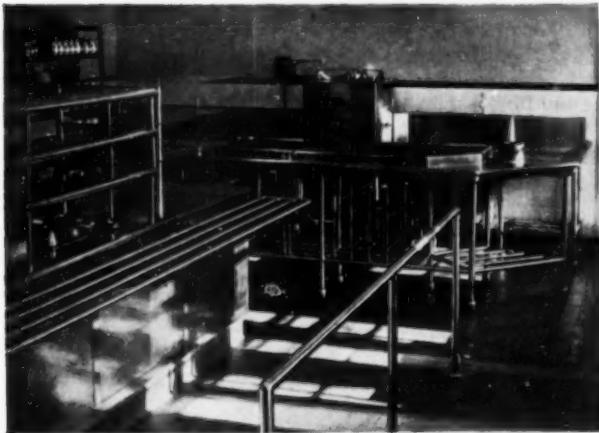
William H. Miller

WILLIAM H. MILLER, director of dining halls at Virginia Polytechnic Institute at Blacksburg, reports on measures taken there to reduce food service operating costs and to improve sanitation procedures (p. 46). Following graduation from the hotel administration division of Cornell University, Mr. Miller has had an extensive career in food service administration. For two years he was assistant to the director of residence halls at Northwestern University and later he became director of buildings and grounds at Bard College. From Bard, he went to New York Medical College in New York City as business manager, and after two years left to accept a position at Stanford University. His V.P.I. appointment came in 1947. Like Author Greenough, his career was interrupted for two years while he carried out naval duty assignments in the Philippines, Saipan, Okinawa, China and Japan.

IDEAS

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STEAM-HEATED SHELVES feature this stainless steel serving counter in Dunbar Hall. Loaded dishes placed on the shelves are kept hot and palatable while awaiting pick-up by waiters. Note the highly-polished, sanitary stainless steel surfaces. In the years to come, they will remain as bright and clean-looking as they do today.

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Questions and Answers

President on Board

Question: Should the president of the college be a member of the board of trustees?—H.L., Minn.

ANSWER NO. 1: Institutional presidents are members of the boards of trustees in many institutions, particularly in private colleges and universities.

Administrative logic would dictate that one should not sit as a member of a board which votes on his recommendations. It is important, however, that the chief executive officer of an institution be present at all times in the official sessions of the governing board. Making him a member of the board ensures such participation and gives status. The same objective, however, could be attained by a by-law of the board without his being made a voting member.

Like so many organizational relationships that have their roots in tradition and history, what seems natural and proper in one place may not be appropriate practice in another.

I personally favor the plan not to have the president of the college a voting member of the board of trustees, but to provide by by-law that he shall be present at all official meetings of the board.—DAVID D. HENRY, executive vice chancellor, New York University.

ANSWER NO. 2: At Occidental College for many decades the president of the college was actually a member of the board of trustees. However, for more than 15 years he has not been an elected member but has been recognized as an ex-officio member of the board. This is an independent college. In many public institutions it would not be expected that the president of the college be a member of the board of trustees or regents. In private or independent institutions, it has been commoner.

Although I am an ex-officio member of the board, I make it a rule of behavior never to make a motion or

to vote. I think this strengthens my hand. If the points of view, the policies, the actions that the president of a college advocates are not sufficiently believed in by a sufficient number of board members to make the action carry, so that at least some one person is willing to make the motion and others are willing to second it, then the president of the college wouldn't want the action to carry anyway.

The most effective board of trustees is the one that operates to the largest possible extent on the principle of unanimity anyway. The fact that the president of the college is an ex-officio member of the board makes it clear that his presence is regarded as essential for a valid and legal meeting of the board; trustees are then not tempted to hold meetings without the president being present. Under our rules, the president may be present at the meeting of any board committee.

In a sense, I think the college president's status as an employee of the board with ex-officio relationships strengthens the position of the president with the faculty. Actually, he can never be exactly like any other member of the board of trustees. I believe that the mid-position between not being a member and being a member, developed through the ex-officio status, is the wiser plan.—ARTHUR G. COONS, president, Occidental College.

If you have a question on business or departmental administration that you would like to have answered, send your query to COLLEGE and UNIVERSITY BUSINESS, 919 North Michigan Avenue, Chicago 11, Ill. Questions will be forwarded to leaders in appropriate college and university fields for authoritative replies. Answers will be published in forthcoming issues. No answers will be handled through correspondence.

Fringe Benefits

Question: What are the "fringe benefits" college administrators must be prepared to offer to future employees?—R.M., Del.

ANSWER: Those already generally recognized are: vacation with pay; sick leave with pay; retirement benefits. Areas that are newer and not so general include: health insurance; life insurance; guaranteed annual wage; unemployment compensation; severance pay.—PAUL A. HARTLEY, associate director, office of nonacademic personnel, University of Illinois.

Maintenance Help

Question: Should residence halls have their own maintenance staff?—M.B., Ill.

ANSWER: The housekeeping organizations in residence halls almost invariably contain the necessary custodial personnel, such as maids and janitors, but, with the exception of some very large systems, do not have skilled tradesmen, like carpenters, electricians and painters, on their staffs. They ordinarily rely upon the buildings and grounds department for these services.

There is a natural tendency in many residence hall operations to become as self-sufficient as possible for reasons of convenience and in a desire for economy. However, the dangers of idle hours of inefficient and ineffective utilization of skills, and of make-work are always present as a price of self-sufficiency. If the volume of trade work is large enough to justify the employment of skilled tradesmen, a good principle to follow is never to employ enough people to fill all residence hall needs; this will force the residence hall manager to go outside the department for help from time to time.

Care should be taken that wages and other personnel policies of the residence halls are closely related to those prevailing in similar jobs in other divisions.—KURT M. HERTZFIELD, associate business manager, University of Rochester.

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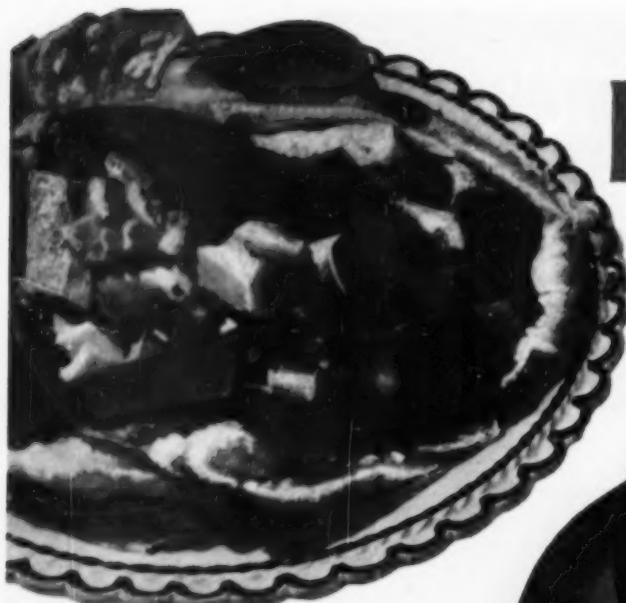
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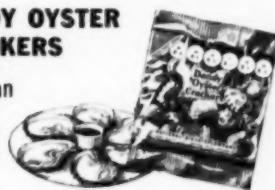
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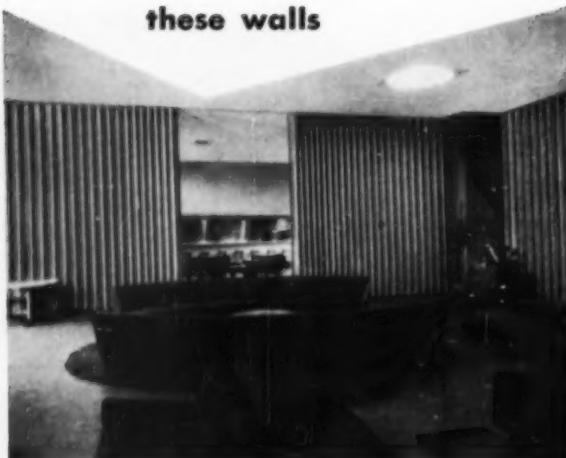
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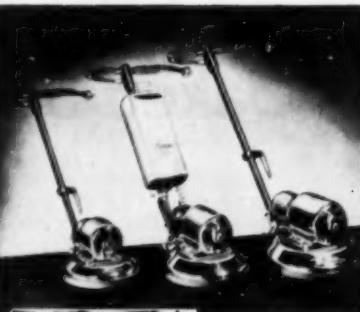
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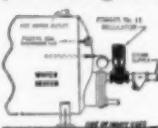
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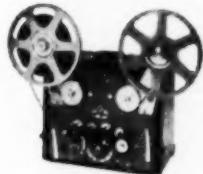
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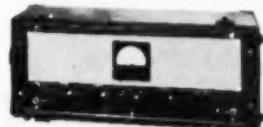
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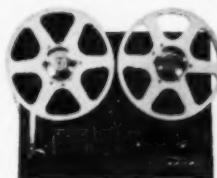
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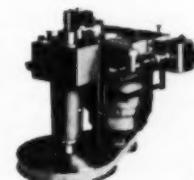
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Professors' Salaries— What Should They Be?

JOHN R. EVERETT

President, Hollins College
Hollins College, Va.



THE CONTEMPORARY AMERICAN COLLEGE PROFESSOR is the direct descendant of the Eighteenth and Nineteenth Century preacher-scholar who prepared ministers by teaching them to read God through all of the actions of nature and man. These preacher-scholars were imbued with a mission and their dedicated purposes quite naturally came before their desires for financial reward.

As the fields of knowledge began to proliferate, the preacher-scholar began to find new and less missionary-like colleagues sitting next to him in faculty meeting. The books of nature and society were now being read for their own sakes and for one other great purpose. Science and industry then became joined in an indissoluble state of blessed matrimony! Natural discoveries revolutionized power, transportation and production; social discoveries changed personnel policies, political action, marketing, vocational guidance, and social institutions. To be short about it, American man started thinking in different terms and using different mechanisms at the same time that his professors were pushing back the frontiers of knowledge faster and more appropriately.

The main result for America was a constantly increasing prosperity and the birth of productive and financially complex corporations. At first the incomes of the owners and managers skyrocketed, and then with unionization the workers began a steady climb toward their fair share of the new productivity. Finally, by mid-Twentieth Century, owners, managers, workers and distributors were all getting significant slices of the pie.

Where were the college professors who disciplined the creative genius that spread into all fields, who developed the laboratory technics and theories that supported all science, and who taught history, citizenship and humane understanding to an increasingly powerful electorate? They were still thought of as missionaries, a little peculiar because they did not sell insurance and become rich.

College professors could have organized a union and refused to teach and think. Had they done this

the American march of progress would have been halted before it ever really got under way. Industry would have suffered rapidly from arrested development. The universal franchise would by this time have ceased to exist because no teachers could be trained to instruct the young in matters of moral values and citizenship.

The professors did not unionize, largely because they loved freedom and felt an intense joy and satisfaction in discovering new things and in being useful. Some of the old missionary zeal was still there, and the country fed on it without thought of rewarding it.

We have now almost reached the day of reckoning. College salaries have become so low in comparison to others that the psychic income can no longer fill the gap. The government and a number of industries have discovered that they must now have their own stables of scientists because university and college salaries are too low to attract able men. But they have not gone a step further to see that if mediocrity prevails in the teaching staffs of the nation, soon their laboratories will be filled with poorly trained people.

The simple fact is that college professors need a larger share of the prosperity which they were and are so instrumental in creating. How much? In terms of the present price level, no qualified person should be a full professor at less than \$15,000 per year and no instructor should start below \$5000 per year. This would add something like \$100 million to the total educational bill of this country. When considered in terms of our national productivity, the addition is minuscule.

The figures quoted are approximations of the income offered in the medical and legal professions and of the lower levels of reward found in industry. These figures still give heavy weight to the security and psychic income that professors find in being of service and in being allowed to follow truth wherever it leads. Unless these minimal salaries are met, the future will note but not mourn the passing of a literate, civilized America. Mankind never mourns thoughtless fools.

Looking Forward

Blackout

THE DEBATE TOPIC SELECTED FOR NATIONAL INTER-collegiate debate by the Speech Association of America has many college presidents in a red tizzy. The subject chosen, "Resolved, that the United States should extend diplomatic recognition to the Communist government of China," has been responsible for the confusion in administrative circles.

Four colleges in Nebraska—Wayne State Teachers, Kearney State Teachers, Chadron State Teachers, and Peru State Teachers—are reported to have denied students at their institutions the privilege of debating the issue in intercollegiate competition. Army and navy officials of the Pentagon have barred West Point and Annapolis teams from debating the subject with other college teams.

This magazine does not approve of communism, but a "blackout" on discussing one of the vital issues of our time does not seem consistent with American principles of free discussion on all issues. In commenting on this matter the *Des Moines Register* in an editorial "Can These Men Be Educators?" stated that the issue is whether American colleges are going to preserve the tradition of free inquiry. This they must if they are to serve democracy properly. To the scholar, no question is so closed that it does not merit discussion. Topics chosen are purposely controversial, else why debate?

President Eisenhower recently remarked that he favored open and exhaustive discussion of any and all issues, and that in the end the American system would be able to stand on its own feet. With this we heartily agree. Such a position, if taken by college presidents, would be consistent with our tradition of democracy and academic freedom.

Finance in Educational Management

THE NEWCOMER IN THE FIELD OF COLLEGE BUSINESS administration eagerly searches for aids to help orient him to his newly chosen profession. He carefully studies the published works of Messrs. Arnett, Morey, Russell, Van Dyke and Scheps, and Volume I of "College and

University Business Administration." In many of these published works he may detect a presumption of accounting knowledge that he does not possess.

In this connection, study of Thad L. Hungate's new book, "Finance in Educational Management of Colleges and Universities," may be enlightening. The author, who is controller and professor of education at Teachers College, Columbia University, has written the book to promote a broader understanding of basic policies and practices of financial management in higher education. The book is intended primarily "for those who do not have a knowledge of accounting, but who may have an interest or rôle in the university administration." The volume has been published by the Bureau of Publications of Teachers College, Columbia University.

Tomorrow's Administrator

AS ONE SURVEYS THE FIELD OF COLLEGE BUSINESS administration it is apparent that many of the great statesmen of the profession are approaching retirement. A question immediately presents itself: Where are the replacements coming from?

These soon-to-be-retired administrative statesmen, we trust, are sharing their experience with their associates. They are consciously training these associates in "the big picture" concept so that they may become more than average business managers. They are being taught concern for higher education as a whole and not just a provincial interpretation of one institution's problems.

Recently young administrators of unusual promise have been appointed to positions of top responsibility in some of our nation's most significant colleges and universities. They, too, should be making the same effort to train their associates that the elder statesmen made in training them.

It isn't too difficult to locate specialists with professional competence. It's quite another thing to locate a broad gauged individual of administrative talent who is more than a technical specialist. The technician doesn't become a statesman unless his training has been carefully handled in his earlier years. What's happening at your institution?



Team Up With Social Security

**Never again may the time be so opportune
for designing a good retirement plan**

WILLIAM C. GREENOUGH

Vice President, Teachers Insurance & Annuity Association
College Retirement Equities Fund

AT LAST FEDERAL SOCIAL SECURITY is available under certain conditions to staff members of publicly supported colleges and universities. Extension of the coverage can provide worth-while retirement and survivor benefits for the rest of the college teachers in the country, thus eliminating an existing barrier to the interchange of academic talent between public and private educational institutions. Coverage is not automatic, and state college business and personnel officers have a job ahead of them.

This review will concentrate on the problems of obtaining coverage for staff members of publicly supported institutions and on some of the technical changes in the law as they affect higher education. It will not discuss the modest increases in benefit formulas and the increased earnings base for taxation since these have been adequately publicized in the press.

PREVIOUS COVERAGE

Amendments passed in 1950 made social security available for the first time to substantial groups of educators. Private universities could bring their employees in if two-thirds of all their staff members—academic and non-academic as one voting group—voted in favor. Usually the votes were 85 to 95 per cent approval, and almost all private and denominational institutions are now covered.

By taking the proper steps public colleges and universities could, under the 1950 amendments, bring into social security those positions not covered by an existing retirement plan, and many nonacademic employees were so covered. However, positions covered by existing retirement systems in these institutions were specifically excluded.

In a few states the existing retirement systems were dissolved in order to obtain O.A.S.I. coverage. This usually was followed by reinstatement of the former retirement plan or establishment of a new one. It was a clumsy procedure, to put it mildly.

Throughout the various extensions of O.A.S.I. eligibility to new groups, many public employees and many public administrators opposed extension to their groups. There were a number of reasons. Police and firemen have special problems of early retirement and hazardous duties; most women public school teachers were uninterested in O.A.S.I. survivor benefits, and the various groups were concerned by what might happen to their existing public employee or state teacher retirement systems. Much of this opposition remains, and it is expected that some public groups will vote down O.A.S.I. coverage.

Colleges and universities and their staff members generally have favored the extension. The 1954 amendments make it possible to designate each public institution of higher education as a separate voting group for the required social security referendum. Whether to ask for such designation will be one of the important decisions to be made at many public institutions.

1954 EXTENSIONS OF COVERAGE

Under the 1954 amendments, positions covered by existing retirement plans in state colleges and universities can be brought under O.A.S.I. upon meeting certain requirements, including a majority vote among participants in the system and signing of an agreement or an amended agreement between the state and the U.S. Department of Health, Education and Welfare.

All but a few states passed enabling legislation following 1950 federal social security amendments to bring in public employees not covered by existing retirement plans. Such legislation will have to be revised in many instances to take cognizance of the 1954 federal act amendments. Public college and university officials will want to watch legislative action within their states to make sure it meets their needs.

Separate voting unit. The federal act states: "If a retirement system covers positions of employees of one or more institutions of higher learning, then, for purposes of such preceding paragraphs [pertaining to the referendum] there shall, if the state so desires, be deemed to be a separate retirement system for the employees of each such institution of higher learning. For the purposes of this paragraph, the term 'institutions of higher learning' includes junior and teachers' colleges."

Where an institution has a T.I.A.A.-C.R.E.F. plan it is automatically a separate voting unit for positions covered by that plan. In many institutions the faculty is covered by a state teachers retirement system covering all public school teachers, with the nonacademic staff being covered either by the state teachers plan or by a separate public employees retirement system. These institutions will have to determine whether they want to be designated as separate voting units for one or more groups. Likewise, those whose T.I.A.A. plan covers only the faculty and administrative officers and who have a public employees retirement system for nonacademic staff will have to decide the separate voting unit problem for the latter employees.

Referendum. A referendum must be held before positions covered by an

existing retirement system can be brought under social security. Persons eligible to vote in the referendum are limited to those in positions covered by the retirement system and to persons who actually are members of such systems (thus excluding persons already retired and those in waiting periods or otherwise not yet participating in the plan). However, if the vote is favorable all members are covered, including those who vote No. Although they do not vote, persons not yet participating in the retirement system can be covered under social security. Additional details of the referendum procedure should be checked with university counsel.

Not less than 90 days' notice of the referendum must be given to eligible employees. If the presently existing enabling legislation in the state is sufficient, notice can be given at any time; otherwise the institution will have to determine whether to give notice now (and check on its authority to do so), to wait for the introduction of enabling legislation, or to wait for its enactment. The later the date of the notice the more chance of difficulty in taking the vote since most legislatures will act perhaps in March or April and the three months' notice will throw the election into the summertime. Perhaps some practical adjustments as to timing can be made.

In most states there is a "designated official" already empowered to conclude agreements with the Department of Health, Education and Welfare. Consultation with him and perhaps with the state attorney general might be helpful.

Enabling legislation will cover a number of subjects, probably including authorization for the state to enter a federal-state agreement for coverage of additional public employees, designation of a state official to conclude the agreements after working with the governmental units affected, provision for the collection of O.A.S.I. contributions and their payment to the Secretary of the Treasury, and other appropriate matters. It may indicate whether the employer's portion of O.A.S.I. contributions is to come from state funds or from the instrumentalities and subdivisions.

Effective date of O.A.S.I. coverage. Provision is made in the federal law for coverage to be made retroactive to Jan. 1, 1955, if the federal-state agreement is signed before 1958. For a number of important reasons it is

highly desirable that public institutions make coverage retroactive to January 1. Since most institutions will not be able to act until well into 1955, some thought should be given now as to the methods to be used to obtain the necessary retroactive taxes required from the institution and the individual.

Retirement age. In addition to the existing ways in which individuals can become eligible for social security benefits, there is a generous new start eligibility provision in the 1954 amendments for older persons who become covered for the first time on Jan. 1, 1955. Under the new provision the individual is deemed fully insured if all the calendar quarters elapsing after 1954 and before July 1, 1956, or, if later, the quarter in which he dies or reaches age 65 are covered quarters. To become eligible, newly covered persons aged over 63½ as of Jan. 1, 1955, will have to continue working in



covered employment after age 65 until a minimum of six covered quarters has been accumulated.

Public institutions will have to decide whether to do anything about persons scheduled to retire during 1955 before meeting these requirements. Some faculty members will be able to qualify through their self-employment income from royalties and so forth. Others already are qualified from past employment. For still others the only way would be to continue them in employment either on a full-time basis or with a reduced teaching or administrative load, perhaps by assigning special work at full or part salary.

Persons already covered by O.A.S.I. Many public institutions have on the

academic or nonacademic staff one or more persons who are now drawing O.A.S.I. benefits. They may be widows or persons now over age 65 who formerly worked in employment covered by O.A.S.I. They have been able to draw benefits if the positions they occupy are not now covered by O.A.S.I. After Jan. 1, 1955, their work for the state university will be included in earnings and if they exceed a certain amount they will lose O.A.S.I. benefits. This has nothing to do with whether the institution takes or doesn't take O.A.S.I.; it is a change in the work test provisions of the federal act to include earnings in uncovered as well as covered employment.

TIME OF DECISION

Quite a few publicly supported colleges and universities have admittedly inadequate faculty retirement plans because of the low benefits provided, lack of any inflation hedge, lack of transferability of pension rights including employer contributions, lack of adequate funding arrangements, or other disadvantages. For this group there may never again be so opportune a moment for designing a type of retirement plan that the institution and its staff members need for the future.

The 1954 social security law provides, in effect, a past service benefit in that persons retiring after just meeting the eligibility requirements will receive O.A.S.I. benefits fully as large as will those retiring many years in the future. Through careful adjustment social security can be used by the college with an unsatisfactory plan to get a running start toward a fully funded, vested arrangement which may heretofore have seemed impractical because of the cost involved for persons nearing retirement. At the minimum a strong plan can be established for future entrants, so that the recruitment of academic talent for the coming tidal wave of enrollments will be facilitated and so that present administrations do not bequeath retirement problems to their successors.

A great many public institutions already have excellent retirement plans, and the only real problem is to integrate them with Old-Age and Survivors Insurance to obtain the most effective dual coverage.

Special bulletins discussing O.A.S.I. in some detail for educators are available without cost for staff distribution from Teachers Insurance & Annuity Association, 522 Fifth Avenue, New York 36, N.Y.

Collecting Those Student Accounts

GARTH WHITE

Business Manager

Jamestown College, Jamestown, N.D.

THE SMALL INDEPENDENT COLLEGE—especially one that emphasizes the liberal arts tradition—is at the present time finding real competition in obtaining an enrollment that will maintain the operation of the college at a level of maximum efficiency to both student and college itself. Most of this competition comes from those colleges that have no tuition charges or very low tuition charges or are specializing in vocational courses.

CLEAR-CUT COLLECTION POLICY

As a result of this competitive position, one factor that can be of great help in attracting students is the offering of fairly liberal terms for paying the charges incurred at registration time for tuition, fees, room and board. The loss through unpaid accounts can be very minute if there is instituted a clear-cut collection policy that can be readily maintained. In the following paragraphs a plan of handling student accounts is offered that will adequately care for the collection of student accounts in the small independent college.

The policy of the college in regard to payment of accounts should be stated in the college bulletin immediately after the costs to the student are listed. Terms of payment are of vital interest to anyone making a purchase, and the purchasing of an education is no exception. If the student is earning his way through college, it is probable that he will be needing terms since he may not have earned enough during the summer months and will be planning on working while in school in order to have his account cleared by the end of the term. If the parent is paying the costs of education for his son or daughter, he, too, is interested in terms. Unless the parent is in very good financial condition he will be interested in terms that can be fitted into his budget.

Two plans for payment should be offered:

1. Charges for tuition, fees, room and board payable at the time of registration. A cash discount may or may not be offered.

2. A plan of payment arranged with the business manager which ensures that the amount will be paid in full prior to final examination week.

The latter plan, if followed to the letter, will result in a fine relationship with the student and will ensure that all accounts are paid in full before the end of the term. Because human nature does not always act according to a set plan, one can normally anticipate that there will be a number of accounts that cannot be paid in full at the proper time, and this is where the real problem of an account receivable begins.

The question is: How shall we deal with a student who, for any reason, is unable to take care of his account in accordance with the plans offered in the bulletin?

CREATION OF ACCOUNT RECEIVABLE

An account receivable is created by a student as soon as he registers at the college for any fixed term of instruction. This is the result of the charge to him for tuition and fees. In most colleges of the type referred to, it is recommended that room and board be recorded as charges to the student's account at this time also. Purchases made through any of the auxiliary enterprises by the student also will create an account receivable.

The tuition and fees may be reduced at any time during the term by means of scholarships, prizes or grants-in-aid. However, if possible, any reduction of this kind should be made at the time of registration. Most scholarships and grants-in-aid will be book entries that reduce the account receivable and increase the college accounts used to

help those students who qualify. Some scholarships and grants-in-aid and all prizes will be cash payments applied to the account from sources other than the student receiving them.

COLLEGE POLICY

In the case of purchases made by the student through auxiliary enterprises, the policy of the college must be as follows:

1. *Cafeteria.* All charges for the regular term shall be entered as an account receivable at the business office at the time of registration of the student and all other sales shall be for cash.

2. *Residence Halls.* All charges for the regular term shall be entered as an account receivable at the business office at the time of registration of the student and all other use of the residence hall rooms for lodging shall be for cash.

3. *Bookstore.* Because the purchases made in the bookstore at the beginning of a term are often fairly large because of the amount of books required for his courses and because the bulk of the other purchases made by the student during the term are for sales promotion items, it is permissible for him to open an account. However, in no case shall a student be allowed to purchase on account if he has any charges that are more than 30 days old. Any accounts unpaid at the end of a term shall be referred to the business office and processed in the same manner as the accounts unpaid on the regular student accounts. All current accounts shall be paid at the bookstore during its regular hours of business or sent to it by mail. In cases where a student wishes to pay on his bookstore account outside the regular bookstore hours he may do so at the business office, whereupon the bookstore will be notified of such payment by means of inter-office memo.

Every transaction that is made by the business office should be one that makes for good public relations since it is one of the few departments that has a contact with every student.

4. *Student Union.* All purchases made at the student union lunch counter shall be for cash only.

REDUCTION OF ACCOUNT RECEIVABLE

At Jamestown College the moment a student registers for a term he creates an account receivable for the entire amount of the items chargeable to him for that whole term. If he pays for his charges at the time he registers, the account receivable is immediately wiped out. Likewise, if he makes a partial payment, the account receivable is reduced by that amount.

The first plan is, of course, the ideal method of registration. However, it is the second plan that creates the trials and tribulations of a business office, especially if the student finds himself unable to make the final payment before the close of the term.

Under the second plan the student must make proper arrangements with the business manager for making payments during the term. This means that at the time of registration he must make an appointment to meet with the business manager (or a designated member of his staff) at a time convenient to both for a personal interview.

This first meeting of the student with the business manager carries much more importance than is at first apparent to either party. Since both are interested in erasing the account at the earliest possible time and since both are going to be working together to that end, it is well that they should know each other personally better to appreciate the concern the other has for attaining that end. In many cases this is the first time the student has found himself out in the business world having to make a decision on his own. This is especially true of students fresh out of high school and away from their parents for the first time.

It is important that the business manager recognize that he, as well as the faculty, is a member of an educational institution and that here lies an opportunity to help someone broaden his education outside the classroom by giving him a warm reception and

sufficient friendly advice on the management of his financial transactions with the college. During this interview proper notations should be made on the student's account ledger sheet to indicate the terms of payment and any conditions that affect the fulfillment of those terms.

As soon as the cash received journal is closed at the end of the month and the accounts receivable journal is balanced with the control account, statements of each student's account should be drawn up and presented with a request for payment. Of course, if a student has been given other terms than monthly, he should receive a statement just prior to each payment due date. All statements should be placed in the appropriate boxes where the students pick up their information slips from faculty and administrators.

In the case of those students who have been unable to live up to their terms of payment, before the examination period each is requested by the business office to confer with the business manager as to the reason for his inability to clear his account and to obtain permission to write his examinations. In many cases the account can be cleared by the use of a loan to the student from a college loan fund or through some other loan method acceptable to the student, e.g. a friend, a fraternal organization, a loan corporation, a bank.

Other methods of reducing the account receivable besides cash payments and available loans are the use of scholarships and prizes earned during the term and the reduction of costs through participation in the student help program on the campus. In the case of student help used during the term, it is proper to issue checks payable to the student for the work he has done and have him endorse the checks to apply on his account.

It is necessary to have certain compulsory restrictions placed on a student who has not cleared his account at the end of a term. These restrictions are: (1) A student may not register for a new term if he owes anything on the account of a previous term. (2) A transcript of credits can-

not be issued for a student if he owes anything on his account. (3) A diploma and the right to participate in graduation exercises cannot be given to a student if he owes anything on his account.

In the case of a student who has dropped out of school leaving a balance unpaid, it becomes necessary to keep in contact with him by means of correspondence or telephone, depending on his location. If a telephone call is made, a letter of confirmation should follow it. All correspondence and other contacts with this student should be of a proper business nature and should be conducted in an acceptable manner. Some colleges exempt servicemen from making payments on their accounts with the college but others have found that satisfactory arrangements readily can be made with the servicemen for monthly payments by means of postal money orders.

Only in the case of a student who makes no effort to reduce his account should a college turn the account over to a collection agency. Even then, the policies of the agency should be checked carefully to see that they do not conflict with the general policy of the college as set forth by the ruling body of the corporation. Good public relations is one of the best assets a college can have, and nothing must be done that can in any way jeopardize those relations.

CREATION OF NOTE RECEIVABLE

Most colleges have a student loan fund available to students from which amounts may be borrowed to clear their accounts with the business office. The conditions stipulated in the creation of the fund varies in different colleges. If a student is unable to clear his account in any other manner, the student loan fund should be made available to him if he is an upper class student. He may apply through either the president or the business manager of the college.

The loan instrument should be a specially prepared agreement form printed with terms that comply with the existing laws regarding notes and the conditions of the loan fund regu-

lations. Besides the name and address of the student and the date and amount of the loan, the following terms should be listed:

1. The sum of not less than \$10 shall be paid on the first day of each and every month beginning from the first day of October after graduation until the principal, together with all interest upon all unpaid balances, is fully paid.

2. The interest shall be 2 per cent per annum from the date of the note until the time of graduation and 6 per cent thereafter until the principal and all interest have been paid. No interest shall be payable until the due date of the first payment.

3. If for any cause whatsoever the student should discontinue attending the college before graduating, he shall pay immediately upon demand the whole of the principal sum together with the interest thereon.

4. The student may pay larger sums than required if he wishes.

5. The student shall consider this agreement a first financial obligation to take precedence over any other financial obligation incurred at a later date.

6. If the student defaults in any one of his monthly payments for a period of 30 days after it becomes due, the balance of the principal then remaining unpaid, together with interest, shall immediately become due and payable. It is understood and agreed that in case of illness or loss of employment resulting from unavoidable causes the time of installment payment may be extended by application made in writing and agreed to by the president or business manager of the college.

7. No modification or waiver of any term or condition shall be of any force or effect unless it is in writing and signed by the student and president or business manager of the college.

8. The agreement shall be signed by the student and by the college president or business manager.

9. A part of the agreement, if the student is under 21 years, shall be a certification signed by a parent or guardian that the taking out of this loan is sanctioned, and that in case of failure of the student to meet the terms, said parent or guardian will assume full responsibility in meeting the terms of the agreement.

It is recommended that this loan fund not be available to a student in the lower classes and that the terms

for a third year student be such as to ensure that the loan will be paid before he enrolls for his fourth year. In this way one student will not be using an excessive amount of the student loan fund and possibly depriving another student from benefiting from the fund. Also, he will have established a fine credit rating for obtaining another loan when the time comes to finance his fourth year tuition.

REDUCTION OF NOTE RECEIVABLE

Since all agreements are drawn up specifying monthly payments, it is necessary for the business office to issue monthly statements to reach the student prior to each payment due date. This statement not only should specify the amount of payment due but should indicate the amount of principal and the amount of interest unpaid at that date. Incidentally, this is a very fine opportunity to enclose public relations material of interest to the student who has now graduated.

In case a payment has not been received by the business office within 15 days after the due date, a note or reminder should be mailed out indicating that there are only 15 days remaining until the 30 days of default make the entire note due and payable. Caution should be used in this reminder that nothing is said to injure the relationship between him and the college, yet it must alert him to the fact that a delinquent account is serious.

In many cases in which an individual allows payments to become delinquent the agreement enters default eventually. If this happens correspondence should be begun in an effort at least to have the agreement returned to a current basis. If this correspondence fails, then the account should be turned over to the collection agency for handling in the same manner as described previously for the account receivable.

CHARGE-OFF PROCEDURE

If, after all the means of collecting an account receivable have been used, there still remains an unpaid balance on the account, it should be reported to the auditors at the time of the annual audit for the purpose of being charged to the account for bad debts as an expense.

In the case of an uncollectible note receivable, the same procedure should be followed as for an account receivable except that more effort can be

used in collecting it because of the fact that it is represented by a legal agreement over the signature of the student; in some cases the parent or guardian has taken the responsibility for payment after the student's default.

If at any time a payment is received on any receivable that has been charged off to bad debts, that payment should be recorded as an income to the account of bad debt recoveries.

CONCLUSION

There can be no question concerning the need for a definite plan of handling accounts receivable. Our plan, we think, has distinct advantages that should be apparent to anyone responsible for any part in the mechanics of recording and collecting accounts that are charged.

In the first place, a policy has been established which governs the actions of employees and which can be readily understood by the public coming in contact with the college credit plan. Now that a definite policy is in force, the employees know exactly what their duty is in regard to accounts receivable and the public knows how far it can go in using credit.

With a definite policy established, the first result our business office noticed was a reduction in the volume of office work. In the past almost every account at Jamestown College had to be handled on an individual basis both from a correspondence and an accounting standpoint. Now, generally speaking, all accounts are alike. Office routine is organized in such manner that all statements can be issued at regular monthly intervals and all correspondence is of like nature and is sent at planned intervals. Time and effort are at a minimum, and our business office is fully aware of the condition of the accounts receivable at all times.

Another important result of a definite accounts receivable policy is the good effect it has on public relations. Business office employees know clearly that a definite plan is in operation so they can meet all students and their credit problems with clear-cut, well explained answers. Anyone seeking terms respects an office if its employees can give the desired credit information promptly and accurately. When the creditor and debtor fully understand the credit policy, there is no reason for any bad feeling regarding future conversations or correspondence regarding the account involved.

**Most colleges are reluctant to recognize
the cost of building and maintaining**

Well Designed Parking Areas

CHARLES F. FOWLER

*Superintendent of Buildings and Grounds
University of Nebraska, Lincoln*

PARKING PROBLEMS ARE LIKE EPIDEMICS and sometimes act like shadows. They can arise from almost nowhere, grow to enormous size, and then fade away as silently as the darkness swallows up the shadow. They never seem to become static.

Parking problems are difficult to define because of their complexity and the human element involved. Let us liken a parking situation to the gears in a transmission case. If the gears are perfectly designed, made from excellent materials, finished to highest polished surfaces, and lubricated with the highest grade of lubricant, the efficiency of the transfer of power is very high and the operation is smooth. Let any one of these conditions be wanting and efficiency drops in direct proportion. We call this gear friction. Similarly, parking problems can be defined as parking friction.

Since I have not surveyed parking conditions at other colleges and universities, I shall approach the subject in the light of our experience at the University of Nebraska. Briefly, this is our physical situation. Our main campus is directly adjacent to the business district and our space is limited. The city has vacated four streets in the campus area and these are restricted to university parking during the day. We have had to adapt to parking areas as much vacant space as possible between buildings and also what should be mall space. During the last three years the enrollment has been approximately 6000 students. Approximately 2900 parking permits have been issued each year. This probably represents from 75 to 80 per cent of the campus owned cars.

Our national standard of living has made it possible for the American people to be able to own, operate and enjoy fine transportation and in sufficient quantity to be able to have an

old car at home and a new one in college, or vice versa. So we have cars in sufficient number to cause parking friction.

In order to reach the highest standard of living and have that car go to college, we have become very efficient. We enjoy life as long each day as we possibly can, sleep as late in the morning as we dare, eat our well balanced rations hurriedly, break or bend all speed regulations to meet the class bell deadline with nothing to spare, and expect to have a parking stall open up next to the door of the classroom just as we drive up. Our efficient pattern of life causes parking friction.

The people who create parking problems fall into six classes.

1. People who have mishaps owing to their own or someone else's haste.
2. People who have little or no regard for regulation or orderly patterns of conduct.

3. People who are willing to gamble that they won't be caught and who get caught so seldom that the risk does not become very great.

4. People who feel that they should be accorded special privileges because of their position, background or parentage.

5. Students with classes on widely separated campuses. At the University of Nebraska our college of agriculture campus is 3 miles from the city campus.

6. Handicapped students or personnel. At the University of Nebraska we have fewer than a dozen such persons, and to them we give specially marked parking reservations.

Parking problems are greatly aggravated by a lack of intensive study of location of parking areas and by lack of scheduling of the events that concentrate high densities of people and cars. For instance, every

Front of Summons Ticket

OFFICIAL POLICE—UNIVERSITY OF NEBRASKA	
YOU HAVE VIOLATED UNIVERSITY OF NEBRASKA PARKING REGULATION	
Bring This Ticket to Office of University Police	Temp. L. Bldg. 8 a.m.—5 p.m., Mon. Through Fri. Only
No. 1190	TIME
TRAFFIC VIOLATION	
<input type="checkbox"/> RED LINE PARKING	<input type="checkbox"/> NO PERMIT
<input type="checkbox"/> BACKED INTO STALL	<input type="checkbox"/> FACULTY AREA
<input type="checkbox"/> PARKED IN DRIVE	<input type="checkbox"/> CARELESS DRIVING
<input type="checkbox"/> CENTER OF LOT PARKING	
<input type="checkbox"/> FAILED TO STOP AT STOP SIGN	
License _____ Make _____	
IF YOU ARE A VISITOR PLEASE PRESENT THIS TICKET TO A CAMPUS POLICE OFFICER OR MAIL IT TO THE TRAFFIC DEPT., TEMPORARY L. BLDG. UNIVERSITY OF NEBRASKA WITHIN 10 DAYS.	
Officer _____	

UNIVERSITY OF NEBRASKA
PARKING PERMIT

NO. _____

Name _____

Lincoln Address _____

Car Owner Name _____

Car Owner Address _____

License _____ Make _____ Year _____

Approved by _____

Sticker Received by _____

Please remove your parking permit if you sell or trade your car and return it to campus police. This will be necessary to receive your duplicate permit.

Application for Permit

professor wants his classes between 9 a.m. and 2 p.m. on Monday, Wednesday and Friday. Such a schedule would create terrific parking and traffic problems. But if the planning committee spreads the classes properly through the day and week, the flow of traffic is smoothed out and parking problems are minimized.

The solution to parking problems is as complex as the design of a complicated structure. The solution could be, and on some campuses is, reached by the elimination of student vehicles on the campus. In cases in which campus housing is adequate and is within the financial reach of the whole student body, this method can be considered satisfactory. It is usually an economical solution unless too

much is spent on the housing facilities. Quite often such a solution is not popular with the student body.

If student and faculty vehicles are accepted on the campus, as they have been at the University of Nebraska, then certain responsibilities must be assumed by someone; someone must determine whether all vehicles are to be accommodated or how many must be accommodated. The number of vehicles can be determined from questionnaire surveys or by registration of vehicles at the time of student registration.

At the University of Nebraska the registrar's office has not required this information upon registration and, as a recent questionnaire survey has not been made, we have been handicapped

in determining exactly what our parking demands are.

If only part of the vehicles are to be accommodated, then it becomes a staff problem to determine who will park and who will not, and thus parking friction is generated. If partial accommodation is agreed upon, lines can be drawn by classes, by classification of personnel, or by distance of residence from the campus. Living distance from the campus determines eligibility for a parking permit at Nebraska. Students and faculty living more than eight blocks from the boundary of the city campus are eligible for parking permits. The number of parking spaces must then be determined by a careful and thorough study of the class scheduling.

In addition to general student parking spaces, a determination must be made of necessary reserved space for staff, service personnel, and handicapped persons. If these reserved spaces are unused for a large portion of the day, considerable dissatisfaction will surely develop, especially if they are in areas of acute parking needs.

Some buildings have specific problems. A student health hall will require spaces for emergency deliveries as well as special privileges for nurses, dentists and doctors, who often are nonsalaried personnel and who are accorded all professional privileges plus additional privileges to compensate for possible loss of office practice.

Administrative centers must provide for the personnel who are at high staff level, plus visiting firemen, who call to complain or compliment. Usually it is considered pretty good ointment to provide a disgruntled best friend of a board member a convenient place to park. Aggravating him further by making him drive back home to park won't make him feel friendlier. At the University of Nebraska high administrative personnel is given a special classification to park in any parking area. In addition, a few special stalls are reserved by name adjacent to the Administration Building.

Stores and storage centers as well as work centers also must be treated with special consideration. Loss of time by administrative personnel or by work details can be a tremendous drain on the budget. Awkward docking facilities can result in staggering losses.

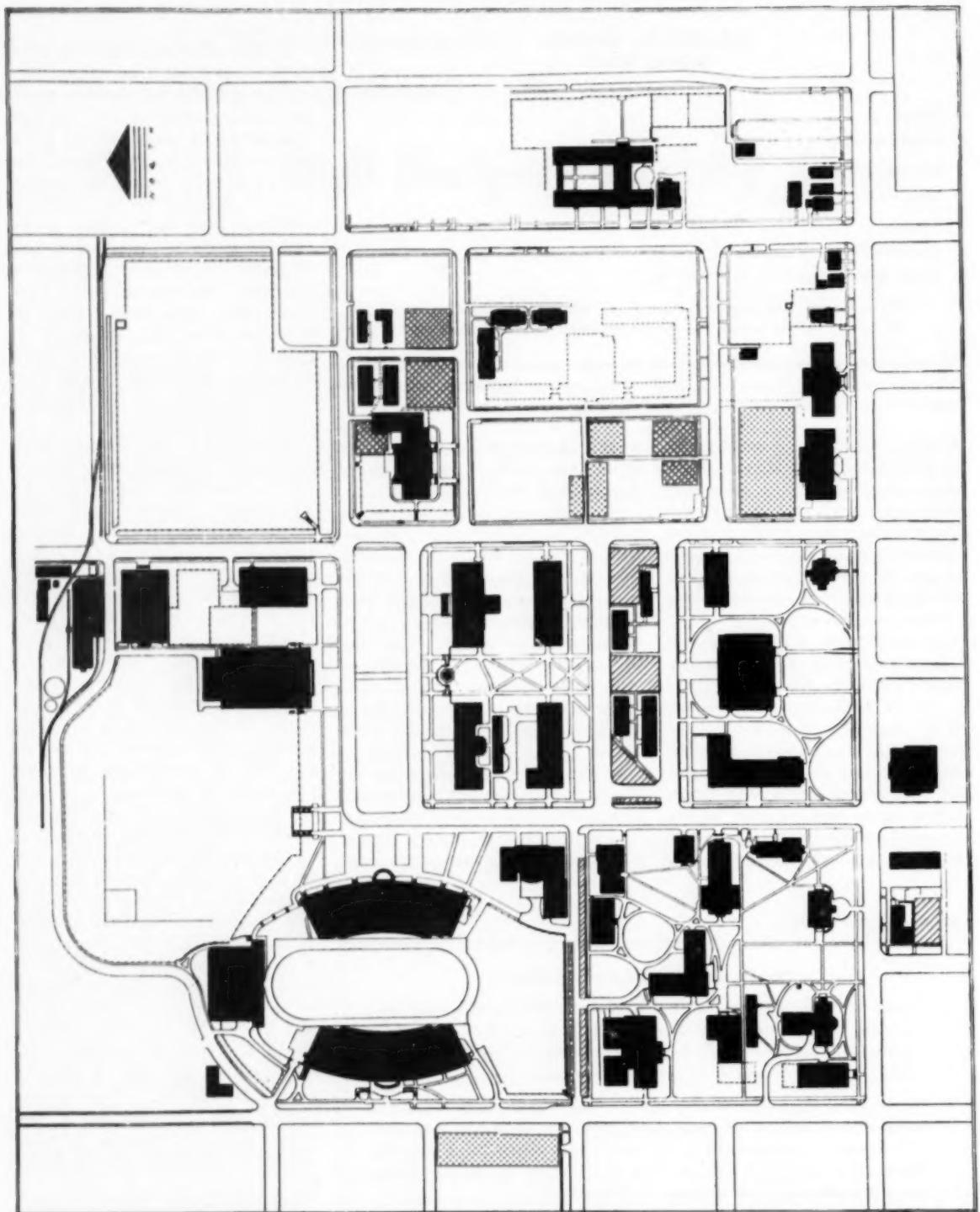
Museum centers must be provided with considerable directional service, especially if the visiting public must

Back of Summons Ticket

UNIVERSITY OF NEBRASKA PARKING RULES

1. Payment of \$1 for the parking violation described on this ticket is required within one to five days after receipt. Payments should be made at Campus Police Headquarters, Room 102 Temporary L. If the fine is unpaid after five days it shall increase to \$2. If the fine is unpaid after 10 days it shall increase to \$4.
2. The recipient of this parking violation ticket may appeal its issuance or payment as follows: (1) Notify Campus Police Headquarters, Room 102 Temporary L, immediately. (2) If a student, present your case to the Student Council Parking Board, Room 305, Student Union, Thursdays at 4:00 p.m. (3) If an employee of the university, present your case to your department head, dean or division head.
3. Parking permit must be forfeited after receipt of six parking violation tickets during the 1953-54 academic year, or after receipt of four parking violation tickets in any one semester. Revocation of sticker denies access to campus parking areas for the remainder of the academic year.
4. Failure of students to pay fines will result in withholding of credits until settlement is made.

JOHN K. SELLECK, Acting Chancellor
J. P. COLBERT, Dean of Student Affairs



UNIVERSITY PARKING PLAN

UNIVERSITY OF NEBRASKA, LINCOLN

FACULTY



STUDENTS



FACULTY &
STUDENTS



COLLEGE and UNIVERSITY BUSINESS

compete with the students, administrative personnel, and faculty for parking spaces. Generally, properly placed signs can be used to direct these persons to areas where parking is likely to be available.

Special gatherings, such as extension meetings and intercollegiate athletic events, create a volume problem but ordinarily do not compete with student and faculty parking during the school day. This type of problem usually can be taken care of by mass parking. The greatest risk in this sort of parking is the fire hazard. On game days lately, we have been fortunate in having a public spirited merchant who has chartered city buses for free transportation from an outlying mass parking area directly to the stadium. Some universities have a fleet of their own buses that might be used for such a plan. We also mass-park on certain streets within the university area on game days. The press representatives of radio, television and local papers of the state have a special parking area reserved for them on these days. On one game day each year we play host to several thousand band members from the high schools over the state. On that day we rope off one street next to the stadium for their special buses.

COLLECT FEE OF \$1

The problem of registering and identifying vehicles eligible to park on the campus also must be solved. Persons eligible to park on the campus make an application on a prepared form to be approved by the campus police. The campus police then apply a serially numbered decalcomania inside the windshield of the car and collect a fee of \$1. This sticker also designates whether the car may be parked in a specified parking area or in one of the general parking areas. Prior to 1951-52 all parking was on a first-come-first-served basis with no area designated on the sticker. Faculty complaints compelled the decision to set aside restricted areas for faculty use.

There still remains the problem of differentiating between the parking violator who is ineligible for a permit, or the eligible owner who fails or refuses to obtain a permit, and the visitor who parks on the campus for business. This quite often is embarrassing even though instructions are printed on the summons for a visitor simply to sign and return the

ticket by mail to the campus police. Repeated violations of this type are treated as the individual case demands. Such cases call for tact and diplomacy.

Channels for enforcement and appeal must be set up. These can be handled by campus police, student councils, and administrative personnel. Up to a year ago, tickets were given for violations and student penalties were verbal reprimands from the dean of student affairs on repeated violations, with a few suspensions from classes for a week for particular cases. This was not a success and now monetary fines have been assessed against both students and faculty for violations. Fines are paid at the office of the campus police to a special fines clerk. The violations have thus been reduced from approximately 1200 to about 700 per month. Student appeals from assessed fines are handled by the student council, faculty appeals by the executive assistant to the chancellor. Lax handling of enforcement or appeals can cause considerable loss of morale in the police force and can breed considerable disrespect for the institution as a whole.

A \$1 fine is assessed for each violation; if neglected for more than five days the fine is doubled, and it is doubled again if 10 days elapse. The money from fees and fines is deposited with the controller in a special fund for general parking and police maintenance. This covers such items as stickers, summonses, postage, repair and maintenance on police uniforms, and the salary of the fines clerk.

Organization of campus police is a matter a university must handle. The location of the campus and its relationship to city police authorities may influence the exact type of organization and the number of police required. Campus police may be deputized or commissioned by the adjacent police authority but generally are limited to service within the campus boundaries.

Our campus police hold commissions from the Lincoln city police for service on the campus only. The city police are available when needed. The parking patrol is the concern of the campus police, and two men from the force of nine are assigned exclusively to patrolling parking on both campuses. Regularly timed beats and patrols are not recommended, but frequent coverage of all areas is a necessity.

Well designed parking areas with good all-weather surfaces, properly

drained and marked, and with good entrances and exits reduce parking friction. Well designed and paved walks leading from parking areas to buildings also lubricate the situation. Additional services, such as prompt snow removal and maintenance of good surfaces, create respect for the parking plan. Artificial lighting to make the areas useful and safe at night also are desirable. Good landscaping, planting and integration of parking areas into the campus plan will reduce the unattractive bareness and rawness of parking areas.

We supply about 1650 parking stalls in 15 temporary and two permanent parking areas plus the four streets that have been vacated by the city within the campus area. The temporary parking areas are graded, drained and surfaced with 3 inches of coarse rock, well rolled and packed, and maintained with finer crushed stone until the surface is stabilized. Used telephone poles are utilized as curbs to set the pattern of parking. The cost of this type of parking is about \$11.40 per car.

Most colleges and universities still are reluctant to recognize the cost to make and maintain good, well designed parking areas. If the institution is in the downtown area land may cost from \$50 to \$500 per front foot, and most institutions cannot afford to indulge in this type of expenditure all at once.

COST DEPENDS ON SERVICE

The cost of improvement of a parking area will depend upon the type of service rendered. Usually improving the ground for a permanent parking area will cost from \$50 to \$350 per vehicle.

At Nebraska a crushed rock area with concrete curbs, well landscaped and piped for underground watering around the area but with no lights, has been developed for as little as \$40 per car. This includes grading, packing, applying 3 inches of coarse, crushed rock, well rolled in, and two later applications of finer crushed rock to key the coarse rock. Concrete pavements with curbs and walks and storm water drainage with a 20 foot driving space between rows of cars parked at an angle of 90 degrees have cost about \$310 per car.

This area also serves as a campus street carrying a good deal of both campus and city traffic. The prices quoted are without lights.

A recent decision on

Faculty Tenure and Communism

T. E. BLACKWELL

*Vice Chancellor and Treasurer
Washington University, St. Louis*

FOR 18 YEARS, DR. HARRY C. STEINMETZ had held the position of associate professor of psychology at San Diego State College. Pursuant of statutory authority, the California State Board of Education ordered Dr. Steinmetz to appear before it and answer questions under oath as to his personal advocacy of the forceful or violent overthrow of the government of the United States or the state of California, and his past or present membership in any organization so advocating.

Dr. Steinmetz, on the witness stand, declared that he had no knowledge as to whether or not the Communist party advocates the forceful or violent overthrow of the United States or of any state; that he had never belonged to, and would never, so long as he was a state employee, belong to an organization that advocated such measures; that he had taken the Levering¹ oath, had taken it honestly. He then reaffirmed it in all its parts and, specifically, that he did not advocate, never had advocated, and would never advocate, so long as he was publicly employed, the violent overthrow of the government.

NO ANSWER TO DIRECT QUESTION

However, when he was asked the direct question, "Are you now knowingly a member of the Communist party?" he refused to answer. He

¹Blackwell, T. E.: Basic Facts About the University of California Loyalty Oath Case. *Coll. & Univ. Bus.* 13:1 (July) 1951.

²Blackwell, T. E.: The Loyalty Oath and the Courts. *Ibid.* 14:2 (February) 1953.

also declined to answer the question, "Have you at any time since Sept. 10, 1948, knowingly been a member of the Communist party?"

GROUNDS FOR DISMISSAL

The examining board then proceeded to adopt a resolution recommending that, for these refusals to answer, he be dismissed from his position. The director of education



took such action, and Dr. Steinmetz requested a hearing before the state personnel board. After due hearing, the state personnel board found that failure to answer these questions was grounds for dismissal under California statutes.²

Dr. Steinmetz then applied to the third district court of appeals of the state of California for a writ of mandamus, directed to the officers of the California State Board of Education, commanding them to reinstate him in his position and to reimburse him for his loss of salary.

In the opinion of the court,³ de-

³Section 20396 (e) of the Education Code and Section 1328.1 of the Government Code.

⁴Steinmetz v. California State Board of Education, 271 P.2d 614 (June 22, 1954).

livered by Justice Van Dyke, it was held that the "petitioner's questioners were not required to submit to quibbling. They were entitled to have a direct and unconditional answer to the specific questions as to his past or present membership in the Communist party. His refusal to so answer was a violation of his duty, an act of insubordination, and justified his discharge."

Although Dr. Steinmetz, with 18 years of service and the rank of associate professor, had probably acquired the status of indefinite tenure at San Diego State College, as defined by the American Association of University Professors, the court apparently took no recognition of his academic tenure. His right to his position was discussed entirely in relation to California statutes with reference to state employees.

Justice Van Dyke, in explaining the decision of his court, stated that:

"This case presents questions as to the method, nature and extent of permissible inquiries touching the loyalty of governmental employees, which questions, for some 10 years or more, have engaged the attention of courts throughout the country.

"Government, in achieving its object of having in its employ no disloyal person, is not limited to requiring its employees to take loyalty oaths. It may also subject such employees, at reasonable times and places and upon reasonable notice, to direct inquiry under oath, and require that they answer questions relevant to such matters."

Justice Van Dyke referred to a case⁴ decided by the supreme court of California in 1952 upholding the constitutionality of the Levering Act.⁵ Section 3 of Article XX of the constitution of the state of California gives, verbatim, the form of oath to be taken by public officers. It further provides that "no other oath, declaration or test shall be required as a qualification for any office or public trust."

REFUSES TO TAKE OATH

An associate professor in one of the state colleges of California took the oath prescribed by the state constitution when he was appointed to the faculty of the college in 1946. Later, when he was asked to take the new form of oath prescribed by the Lever-

⁴Packman v. Leonard, 249 P.2d 267.

⁵Section 3100-3109 of the Government Code of the State of California.

ing Act, he refused on the ground that, under the constitution, no other oath could be required of him. His salary was withheld and he sought a writ of mandamus to compel the state college officers to certify his name on the public pay roll and to pay him his salary withheld.

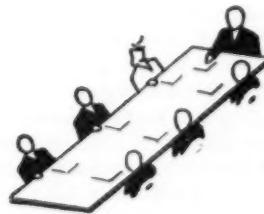
The majority of the court, speaking through Chief Justice Gibson, declared:

"We are satisfied that there is nothing in the Levering oath which goes beyond the object or meaning of Section 3 of Article XX, and that it is not the type of 'other oath, declaration or test' which was intended to be prohibited by that section."

Justice Carter, in a vigorous dissent, comments thus:

"This is indeed strange and paradoxical reasoning. In effect the majority says: No employee of the state is required to take any other oath than that prescribed by the constitution, but even though all employees of the state have taken the constitutional oath, they must also take the Levering Act oath, which is the same as that prescribed by the constitution, and if they do not take the Levering Act oath they are ineligible for employment by the state. If there is any logic or common sense in such reasoning it is not apparent to me and I have grave doubts that it will appeal to any thinking person."

"The principle involved here is of tremendous importance to those who believe in preserving the constitu-



tional guarantees of fundamental civil liberties. The lessons of history reveal that, at various times, under the stress of inflamed public opinion, both the legislature and the executive have attempted to circumvent constitutional restrictions by adopting measures which seem expedient in view of the exigencies of the situation at hand. In my opinion, the Levering Act is such a measure."

Buying

plant supplies and equipment

on Specification

JACK J. HILLERY

Senior Superintendent of Buildings and Grounds
University of California, Los Angeles

OUR RESPONSIBILITY IN BUYING SUPPLIES, SERVICES AND EQUIPMENT is to order the products that will ultimately give the lowest maintenance cost per square foot of area to be maintained. In order to accomplish this, some of the factors to be considered include harmonious association with the purchasing department, good planning, proper specifications of material, justification for materials for which no substitution is desired, and assurance of compliance of delivered materials with the specifications.

After visiting a number of universities on the Pacific Coast and discussing various maintenance problems in connection with purchasing supplies, I decided that in all too many cases the purchasing department and the maintenance director are making no attempt to cooperate with each other. In many cases, the relationship is so strained that the purchasing procedure is hindered considerably. This is unfortunate. Over a period of time such attitudes may have a direct reflection upon the maintenance costs owing to the purchase of inferior products as well as possible delays in delivery. Having spent three years in the purchasing department, I am acquainted with some of the duties, responsibilities and problems of the purchasing agent as well as those encountered by the maintenance department.

In my opinion the main function of the purchasing department is to locate a specified product or its equal

at the lowest cost consistent with reasonable delivery. The maintenance department head can have no quarrel with this theory if it is intelligently administered. Many purchasing agents openly charge that the maintenance department furnishes inadequate specifications and little or no justification for a specified product. When poor specifications are supplied and when the bidding procedure has been completed, the maintenance department then attempts to reject the product, on the basis of unsuitability, although it meets the original specification. On the other hand, maintenance men are generally of the opinion that many purchasing departments are attempting to make a record for themselves by buying the most inexpensive product obtainable regardless of its cost of application and its reflection on maintenance costs over a period of time. It appears that, at least in some institutions, both of the foregoing conditions exist, the net result being difficult working relationships.

The University of California patterns its purchasing procedure after that used by the state of California. It is necessary to request three bids on a given specification and purchase from the lowest bidder if the item or service meets the specifications and if the delivery date is satisfactory. Thus, in our search for new and better products, we always attempt to choose a product that can be supplied from more than one source.

In general, I feel that the materials and services required fall into two categories: (1) those items on which

brief, concise specifications can be written and on which the results can be readily verified with the facilities available to us, such as venetian blinds, asphalt paving, acoustical tile; (2) those items for which we do not have facilities at hand to confirm whether the specifications have been complied with, such as soaps, floor waxes, and paints.

Under the first category, which includes items on which specifications can be supplied, ensuring the buyer of a good product, the mere writing of the specification does not ensure the delivery of the specified product or service. It is both the duty and responsibility of the maintenance department to make sure that the specifications are complied with. A serious mistake can be made in writing extremely lengthy and detailed specifications, such as some of the specifications used by the federal government. Vendors know the majority of buyers are unable to make all the tests necessary to prove the product.

SPECIFICATIONS ARE SIMPLE

As an example, the venetian blind specifications that are used at the University of California, Los Angeles, are simple and any portions that cannot readily be proved by the buyer can be satisfied by a certification from the manufacturer of the component part that the specifications have been met. In specifying plastic tape, we indicate that it must have been on the market for at least two years; the cloth tape specification includes the names of several well known manufacturers and the type of tape is specified. One of the short cuts taken by unscrupulous bidders is to substitute a tape with wide slat spacing, enabling them to save one slat in every 16 inches of blind, resulting in inferior light control.

We also request a sample of the component parts of the blind, properly labeled, that can be checked with the manufacturer, if necessary, to determine compliance with our specification. Recently, in a major building, the sample parts submitted met the

university specification but the blinds, as delivered, were a second grade blind made by the same manufacturer. The order, of course, was rejected.

On asphalt paving we have found that it is a good idea to specify one of the mixes used by the city of Los Angeles or the state of California, which we can readily check, and also to specify the amount of material that is to be used per square foot of area for the various thicknesses of paving. We require weight receipts of material delivered to the campus so that the contractor will not be tempted to fill in a portion of the area to be paved with earth, or possibly to excavate improperly. Such methods of cheating frequently are employed, especially where an inspector is not on the job at all times.

Under the second category, we do not have laboratory facilities available for the proper testing of soaps, waxes, paints and so forth. However, from "use" tests which we employ we have worked out a satisfactory arrangement with the purchasing department so that these items are purchased on a six months' or a year's blanket contract and samples are obtained by the purchasing department for our tests (use and comparison) prior to the placing of the contract. Several of the suppliers have found, to their chagrin, that they must deliver a product equal to that supplied for the original test, as in some cases it has been necessary to return barrels of waxes, soaps and the like, because the vendor apparently did not think we would check the delivered product after the contract had been issued.

As new products come on the market, even though they appear to be good buys, we must act cautiously in their acceptance, carefully considering the future cost to us if the product does not live up to expectations. On the other hand, we cannot accept the statement that "this product has been in service for 20 years and has been satisfactory" and let that close our minds to progress.

In our maintenance department, at U.C.L.A., we work closely with the

purchasing department, making tests on new products although in many cases we are receiving satisfactory service with products now in use. We are continually testing such things as paints, floor waxes, soaps, chalkboards, and roofing materials. Some of our tests run over a period of a few weeks and others must run from six weeks to two years before we are satisfied with a new type of material and adopt it for use.

We at U.C.L.A. feel that continuous testing is necessary to ensure that a better product or a product that may be as satisfactory at a lower cost is not overlooked. We feel that it would be unwise to adopt, for instance, a new vinyl flooring or a new plastic venetian blind tape without a lengthy test as such an installation could prove to be a complete failure and the replacement cost would certainly be a reflection upon the management of the funds entrusted to us.

SHUN SOCIAL CONTACTS

In making our tests on the various materials, we discourage social contacts with salesmen, including offers of free lunches, as we feel it is essential that the tests be influenced by performance of the product only. Our purchasing department has been most helpful in locating new and better products and, when such items are located, it assists us in obtaining samples and will at our request send a representative to our department to inspect the results of the investigations.

We have greatly improved our relationship with the purchasing department by better planning so as to eliminate as many rush orders as possible and by requesting the establishment of blanket purchase orders for such items as lumber, fertilizers, sand, gravel, cement, venetian blinds, window shades, and other items on which we can expect a large number of repeat orders. The use of these "blankets" enables us to call the firms directly, order the material or service, and in most cases obtain immediate delivery, thereby avoiding costly delays in completing a project.

PROTECTING STUDENT HEALTH

How the University of Minnesota Health Service operates its program of environmental sanitation

RICHARD G. BOND

*Professor of Public Health and Public Health Engineer
University of Minnesota*

IN THIS DAY OF PROMOTING AND expanding local health services, the campuses of our colleges and universities represent geographical and political entities that should be counted in our census of local health service needs. The extent to which the sanitation of the student environment has been incorporated into the health service programs of colleges and universities of this country is deserving of special attention.

At the University of Minnesota, the importance of environmental sanitation as a part of the health service for the students has been recognized since the beginning of the service in 1918. For many years the program followed a typical pattern of part-time inspection limited mostly to the swimming pools, student housing, and food.

HIRE PUBLIC HEALTH ENGINEER

World War II veteran enrollment placed unprecedented demands on the university's physical environment, thus emphasizing health problems to an even greater degree. In 1949, a professionally trained and experienced public health engineer was added to the staff of the students' health service to organize and direct a program of environmental sanitation. At the same time the health service was officially designated as a local health unit by the Minnesota State Board of Health.

A sanitary code for the university was adopted by the board of regents in 1951. The expressed purpose of the code is to establish the standards for environmental health and sanitation considered necessary for the reasonable protection of health and safety of university students and staff wherever they may be participating in an officially recognized university activity. It also designates the university health service as the official health depart-

ment for the university, to be responsible for the inspection and enforcement of all provisions of the sanitary code and of such rules and regulations as may from time to time be adopted. Sections of the code cover nearly every area of environmental sanitation. In each case the standards of performance are established by reference to the corresponding regulations of the Minnesota State Board of Health, and, where applicable, to the recommended standards or ordinances of the U.S. Public Health Service.

The code also provides for a university sanitation council. Its members are representatives of the university administrative or academic departments most directly concerned with the operation of the program. These include the supervising engineer of the physical plant department, the director of university services, the university's advisory architect, the dean of students, the chairman of the all-university industrial safety committee, the director of the school of public health, and the director of the students' health service, who serves as chairman of the committee. The council drafts such rules as may be necessary for approval by the board of regents.

Two committees serve in an advisory capacity for specialized activities. An all-university committee on industrial safety has been made advisory to that part of the program concerned with industrial health and safety. Here again the administrative offices of the university and faculty have representation, including the physical plant department, the students' health service, agricultural engineering, mechanical engineering, and the director of insurance and retirement, who serves as chairman.

The university's radiation safety committee requested that its responsi-

bility be assigned to the students' health service. This was done on July 1, 1953, and an advisory radiation committee was appointed to assist in the operation of this program. The university hospitals and medical school are represented on this committee, as are a number of the academic departments most likely to be engaged in the use of sources of ionizing radiations. The university administration is represented by the controller, the supervising engineer of the physical plant department, and the director of the students' health service.

UNDER VICE PRESIDENT

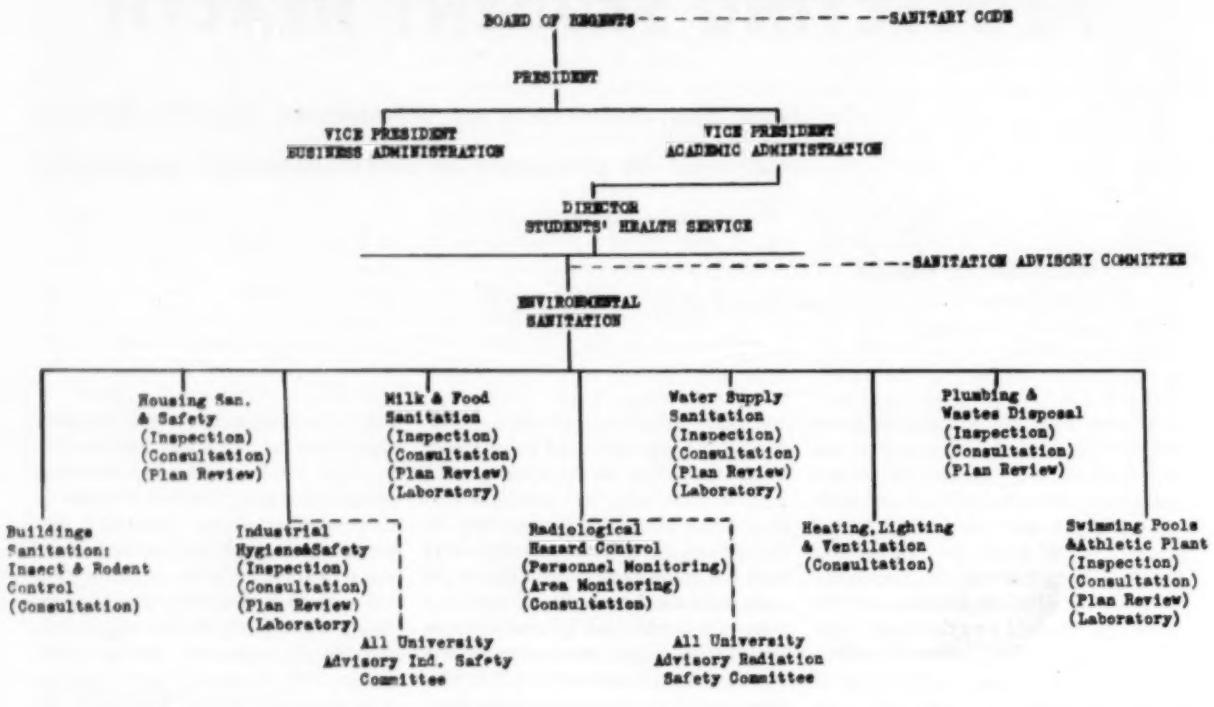
Administratively, the director of the program of environmental sanitation reports to the director of the students' health service. The health service is one of several operating departments under the vice president of academic administration.

The sanitary code assigns responsibility wherever students and staff are participating in an officially recognized university activity. This includes three completely separated campuses, a research center of 8000 acres of rural land area, seven agricultural schools or stations, a research institute, two permanent camps, several short-term camps, and two "villages" of temporary housing for 700 student families.

Nearly every sanitation activity one would expect in the health department program of an average urban area is found to be necessary in the university's program as the result of the normal day-by-day functioning of the university.

In some cases, the problems of environmental health are considerably accentuated as compared to those of an average community. For example, a greater proportion of the population is eating out; a greater proportion is

Administrative Organization and Program, Environmental Sanitation, University of Minnesota



concerned with short-term rental housing; in a sense, all are in an industrial environment, many in laboratories exposed to biological, chemical or physical hazards. In the specific areas of environmental sanitation, the health service program is concerned with the following:

1. *Water Supply and Distribution.* Water supplies range in size and character from shallow hand pumped wells to a series of chlorinated deep wells serving one of the campuses with a population of more than 5000. Dual supplies from unapproved deep wells and lakes (to provide unchlorinated water for aquariums) are in use and must be supervised. Where municipal supplies serve university buildings, there remains the special problem of cross connections, interconnections and submerged inlets. This problem is acute because of the large number of laboratories. (A single laboratory bench usually is equipped with 12 or more water aspirators.) The unusual needs of laboratory and research equipment offer many special problems particularly hazardous to the water supply. Processed water, zeolite softened, distilled and ice water are further considerations. A research center (a wartime munitions plant) has three distribution systems, two of which are at present interconnected.

Regular bacteriological sampling schedules and sanitary surveys are carried on for these quasi-public supplies. Where treatment is provided, it must be checked and operation reports must be reviewed. Supervision of disinfection procedures for water mains and building service lines is provided.

Public health engineering assistance is given in reviewing plans and specifications for new supplies, alterations or additions.

2. *Waste Treatment and Disposal.* Sewage treatment and disposal facilities include, in addition to the several municipal systems, earth pit privies, septic tanks, Imhoff tanks, and a treatment plant involving sedimentation and sludge digestion. To prevent health hazards and pollution resulting from such waste disposal, the health service, as the health department for the university, cooperates with other official local departments and the state health department.

The collection and disposal of radioactive contaminated solids and liquid wastes, including monitoring of waste lines in buildings to protect plumbers against radiation hazards, is a special problem.

Refuse disposal includes incineration, dumping and garbage grinding; all present problems of operation related to environmental sanitation.

Special problems arise from contaminated and infectious wastes from the hospitals and the bacteriological laboratories.

3. *Food Sanitation.* Food services operated by the university and by students number well over 100. Sanitary surveys are made of all food service operations, including fraternities, sororities and student cooperatives. Of particular importance are the dietary operations of the university hospitals with their special problems of food sanitation.

Consultation service is given on plans for new installations, alterations or additions. Approval of such plans and specifications is required of all student organizations before they can proceed with their projects. This service has been well received by practicing architects, alumni and students.

Medical examinations are required by the students' health service of all full-time food service employes at the time of their employment. Annual rechecks, limited mostly to x-ray examination, also are required. This includes employes in fraternities and sororities as well as university personnel.

Conventional food handlers' training courses have not been given. A cooperative program is being planned with the coordinator of training in

the university civil service department. It is hoped that principles of food sanitation and personal hygiene can be incorporated into the job analysis and the work methods of each task. The food service supervisors will train all new employes, including a large number of students, to do the job from the standpoint of public health as well as of production and public relations.

Related operations include a cold storage plant and meat house. Concession stands in the stadium for football crowds of 65,000 and in the arena for basketball crowds of 18,000 are an important specialized food service. Assistance has been given to the purchasing department of the university by making surveys of food manufacturing plants, with the cooperation of the local health departments, to determine the acceptability of their products for university use.

The university operates a milk pasteurization plant and manufactures ice cream and other dairy products. Raw milk is obtained from commercial receiving stations and from two herds owned by the university, one maintained by the dairy department in the college of agriculture and one in the college of veterinary medicine. Use of the two herds for class instruction purposes, demonstrations and research presents some unusual problems in milk sanitation.

Bacteriological tests are performed regularly by the Twin City Quality Control Laboratory. This laboratory is accredited by the U.S. Public Health Service. Such outside checking of the university pasteurization plant is considered highly desirable. Results of tests are reported directly to the health service.

4. Housing. The responsibility of colleges and universities for the sanitation and safety of campus and off-campus student housing has been recognized for many years. At the second National Conference on College Hygiene, a committee reported as follows: "Colleges and universities must accept the responsibility for seeing that all places in which students are housed, whether dormitories, fraternities or lodging houses, are safe, sanitary and properly managed from the standpoint of health."

The quality of housing provided for the students of the University of Minnesota became the responsibility of the administration as a result of action taken by the board of regents

on Nov. 2, 1932, at which time the following regulation was adopted: "Students, whether graduate or undergraduate, while attending the university, must have their place of residence approved by the proper authority of the university. If, in the opinion of the board of regents or its representatives, the conditions at any such place are not conducive to study, health or morals, it may, at its discretion, insist that the students vacate such residences and occupy rooms that are approved by the board."

In addition to a section on housing in the sanitary code, a regulation adopted by the committee on student affairs of the university senate provides that residential student organizations and their alumni corporations cannot purchase housing units, plan new construction, or remodel without having their plans reviewed and approved by the students' health service.

The housing program consists of annual inspections of all university housing, fraternities, sororities and cooperatives. Inspections are made of all private dwellings in which a student is rooming unless such dwelling is owned or rented by the student as a complete structure or unless the student is living with immediate relatives.

During peak enrollments following World War II, from 1500 to 2000 inspections were completed each year, more than 3000 visits being required. In 1952-53, 1200 inspections requiring 1700 visits were completed. Through the office of the dean of

students a consultation service is provided to rooming house operators.

The standards used in determining the quality of student housing are essentially the rules and regulations, as they pertain to housing, of the building, fire and health departments of Minneapolis and St. Paul.

Special housing problems result from operations by the university of villages of quonsets, prefabs, trailers and barracks, housing about 700 student families with a population of 2300, including 1000 children.

This awareness of hygienic housing, it is hoped, will carry over to the student's civic responsibilities after graduation. Perhaps, in a small way, this program will contribute constructively to housing programs in the future.

5. Swimming Pools and Athletic Plant Facilities. Eight indoor pools of the recirculation type are in use on the several campuses. Five of these are sampled weekly by the health service for bacterial quality. Operation reports are reviewed, and assistance is given to the university employees assigned to operate the pools. Sanitary engineering assistance has been given in preparing plans and specifications for remodeling of treatment and recirculation facilities. Pressure and vacuum type diatomite filters for two of the pools give varied operating experiences and opportunity for evaluation of swimming pool treatment methods. Use of the pools for extended periods by members of the swimming team present special problems with regard to chlorination practices.

All full-time food service employes must have a medical examination at the time of their employment. Annual rechecks, limited mostly to x-ray examinations, also are required. This includes employes in both fraternities and sororities.



tices. Sanitary surveys are made of bathing areas used at the university camps.

Sanitation problems resulting from extensive use of showers and locker rooms, gymnasiums and athletic equipment by a large number of students and from equipment used by team trainers have been recognized but have not been properly evaluated to date.

6. *Industrial Hygiene and Safety.* Problems of environmental health typical of industrial operations affecting both students and staff are common in the teaching and research laboratories and shops. For example, potential health hazards resulting from excessive concentrations of mercury vapor in the air in laboratories have been recognized. The problem has been studied under sufficiently varied conditions so that the environmental factors in a laboratory which influence vaporization can be evaluated. Health service recommendations have been adopted to correct a number of these situations.

HAZARDS INVESTIGATED

Other toxic volatile and gaseous substances are used extensively, frequently under unfavorable working conditions. Exposures to chlorine, xylene, benzene, chloroform, ether and carbon tetrachloride have been studied. Carbon monoxide hazards have been investigated in a number of off-campus student dwellings and in the university's large underground garages. Hazards of lead poisoning have been found on the campuses.

Basic and applied research constitutes much of the industrial type of activity of a university. It is expected that previously unevaluated hazards may result from research activity. For example, new metal alloys of unknown toxicity are being used by staff members. New insecticides of agricultural and economic importance are synthesized and studied. Frequently, the researcher must be protected against himself as he goes ahead with his investigations without due regard to the environmental health consequences of his work.

In July 1953 the Health service was requested to study and give assistance in the area of industrial safety. An analysis of lost time accidents to university employees during a six-month period indicates that a safety program should be effective in reducing accident severity and accident frequency rates. Approximately 8000 full-time

and part-time employees represent the labor force of the university. Also directly concerned are the students who may be injured in university buildings or on the grounds. Data presently being compiled indicate that a significant number of the injuries treated in the health service dispensary might be prevented with a safety program cognizant of the student's environment. As in any community, home accidents are an important consideration even with this less susceptible age group.

7. *Radiological Safety.* The environmental health hazards associated with sources of ionizing radiations have become problems of real significance since World War II. At the University of Minnesota, radiological safety is the responsibility of the students' health service and is a part of the program of environmental health. In addition to about 60 sources of x-radiation in 20 or more different departments, radioisotopes require supervision in more than 20 departments. Special problems of personnel and area monitoring are associated with installation and use of a cobalt-60 teletherapy unit, a Van de Graaff generator, and a newly constructed linear accelerator. The radiological safety program is closely related to the work in industrial hygiene and also is related to the typical environmental sanitation activities of water supply protection, plumbing and waste disposal.

As in other areas of the environmental health program, there is a close working relationship with the physical plant department of the university. Plans and specifications for laboratory hoods, vents and waste lines are reviewed; waste lines and traps are tagged, and plumbers are instructed to contact the health service before doing repair work on such lines.

Medical examinations for radiation personnel are handled by a physician in the health service. His work is guided by the findings of the monitoring program. The two services are excellently coordinated.

8. *Building Sanitation.* As in any local health department sanitation program there is a wide range of less clearly defined activities. The custodial services of a large university and the executive housekeeping department operations of a medical center and hospital have many activities directly related to the work of the public health sanitarian.

Assistance is given to housekeeping

personnel in regard to laundry operation, preparation, storage and handling of ice, cleaning and disinfection practices. A special problem is the control of insects and rodents. This work usually is handled by licensed exterminators. Nevertheless, it is considered essential that the health service know of such activity to provide a double-check against danger of accidental poisoning. Insecticides and rodenticides may be used by individuals on the campus so as to endanger the health of students and staff. Complete regulation of such practices has not been possible; however, cooperation of the purchasing department and the chemical storehouse has given us some measure of control. For example, requisitions for purchase of electric insecticide vaporizers are cleared through the health service before they are accepted by the purchasing department. Similarly, information about preparation and sale of poisons is supplied to us by the chemical storehouse. Presently, the storehouse and the health service are working on the problem of more adequate labeling for all poisons prepared or used on the campuses.

9. *Research and Training.* Research opportunities related to the operation of such a program in environmental health on a large university campus are many and varied. There is present a majority of the typical situations found in the environmental sanitation program of any large city, in addition to the many special activities resulting from the atypical environment of a large university. The reservoir of technical assistance near at hand and always generously available, as well as the research interests of a university teaching staff, are unusual adjuncts to an operating program.

UNUSUAL OPPORTUNITY FOR STUDY

At the University of Minnesota the program of environmental sanitation serves as a laboratory and field training resource for students in the school of public health. The entire physical plant of the university with all of its operations can be made available to the students for study. Whether the student's special interest is in a milk pasteurization plant, a hand pumped well, a large food service, radioisotopes, plumbing, lighting, or home accidents—all are a part of this operating program offering to the student the opportunity to study an academic problem in a ready-made laboratory.

Prep School Gymnasium

that would be the envy of most major colleges

PATRICIA E. ROBERTS

Eggers & Higgins, Architects, New York City

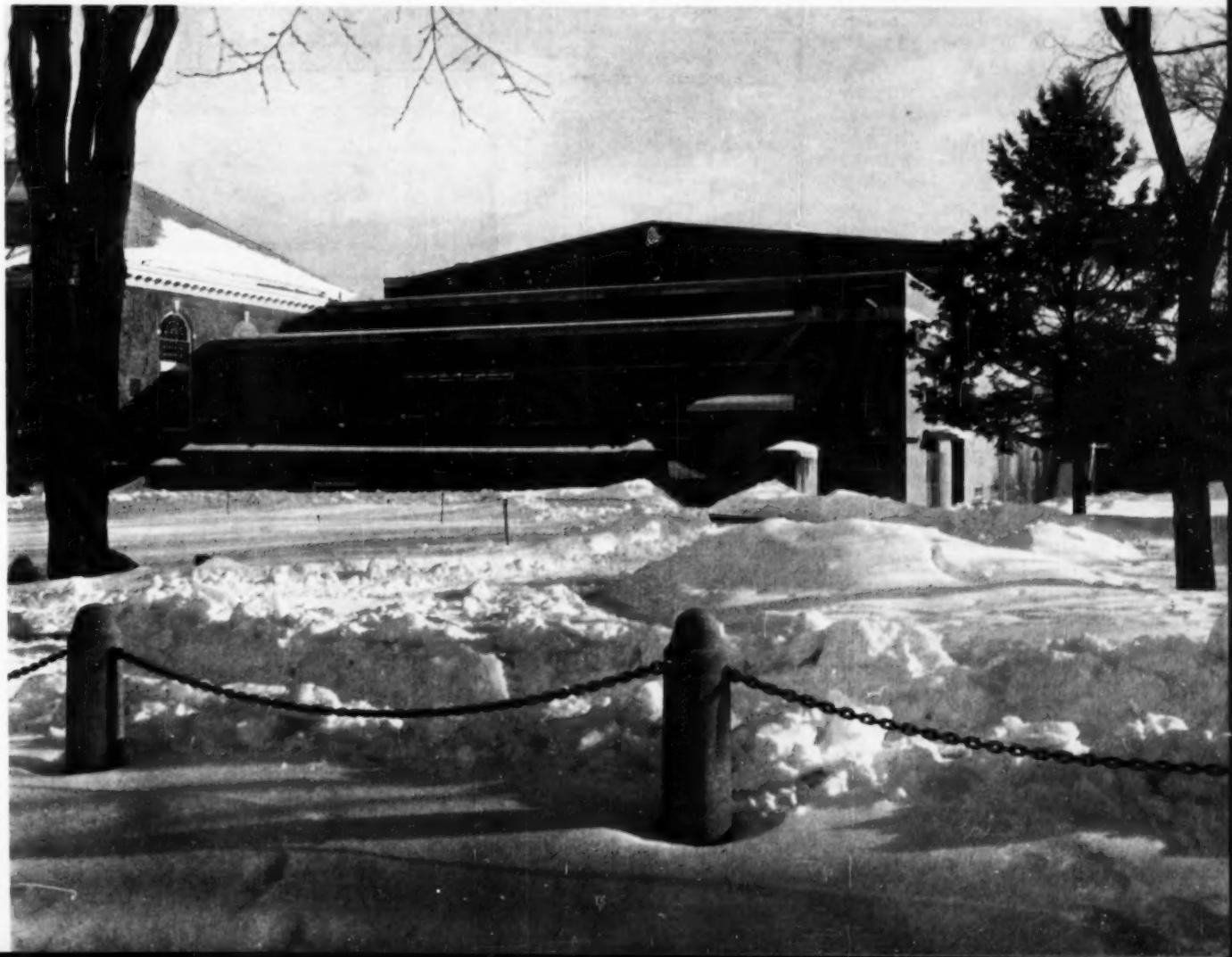
BETWEEN THE HOURS OF 2 AND 4 o'clock each afternoon, some 740 students at Phillips Academy, Andover, Mass., participate in a program of physical education unequaled in prep school circles. The principle of a sound mind in a sound body never has received greater application than it does today at this 176 year old New England

boarding school for boys. Such a broad program has been enabled by the completion last year of Andover's new \$1,200,000 Memorial Gymnasium, dedicated to the 143 Andover alumni who made the supreme sacrifice in World War II.

The new gymnasium was necessitated by the rapidly increasing student

body that now numbers twice the capacity of that enrolled when the old Borden Gymnasium was erected at the turn of the century. The problem facing the architects was to erect a modern structure to join with the old gymnasium, and to preserve somewhat the Georgian style of architecture characteristic of all the campus buildings.

Phillips Academy, Andover, Mass., has this new \$1,200,000 Memorial Gymnasium. The building has a steel frame and large glass areas. Limestone trim and Flemish bond face brick tie it in with Borden Gymnasium, built 52 years ago and long unable to handle the academy's student needs adequately.





The separate diving pool is the feature unique to Phillips Academy among major preparatory schools.

swimmers, and to increase the number of boys who can use the pool at the same time.

The diving pool conforms to the latest regulations adopted by the joint A.A.U. and N.C.A.A. diving committee. Measuring 25 by 40 feet, it contains a one-meter board at its 11 foot end, and a three-meter board at the 12 foot end. In order to permit maximum use of the diving boards by boys of varying weight, an adjustable fulcrum is provided. The aluminum and laminated wood diving boards extend 7 feet beyond the edge of the pool.

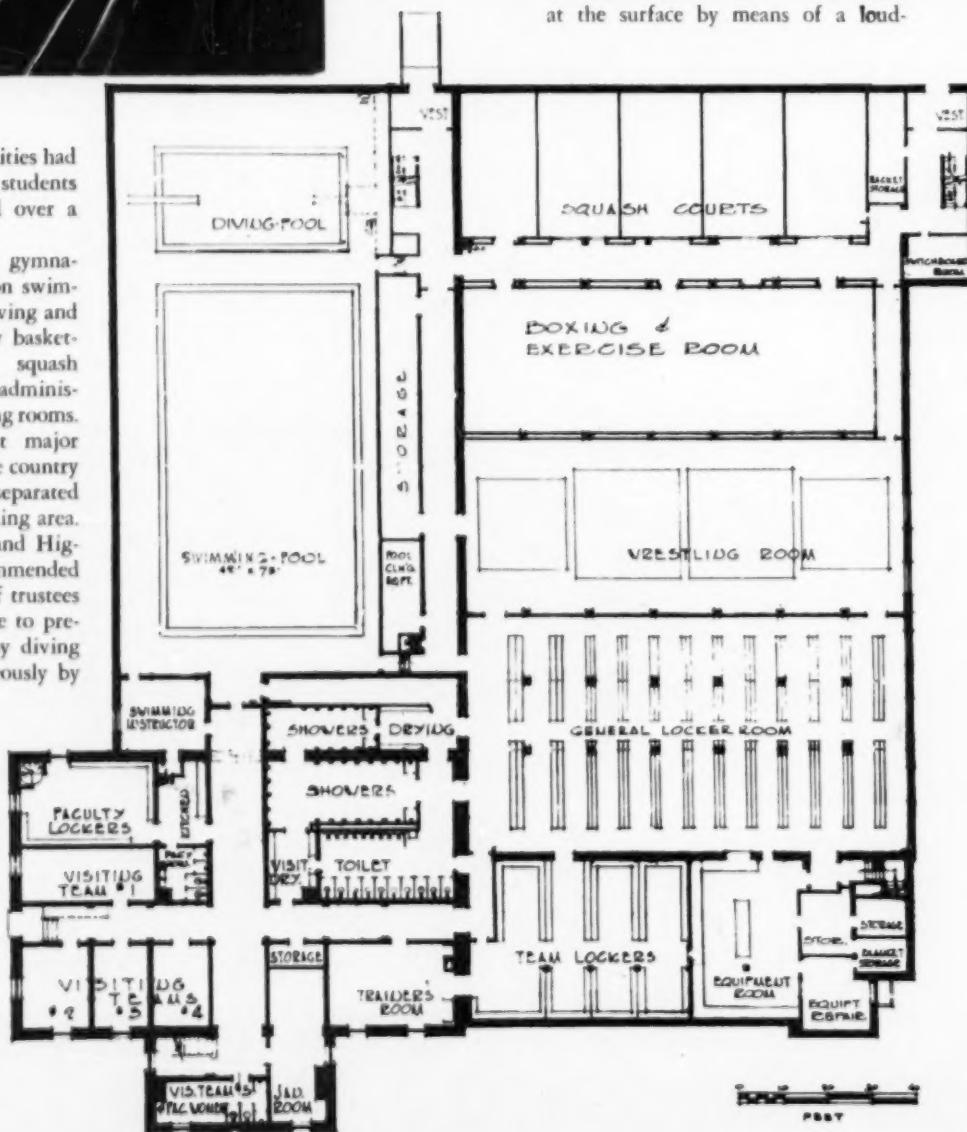
The swimming pool is unique in that a broadcasting booth is included in an underwater observation window located in a corner of the pool. The window measures 42 inches wide and 24 inches high, and from here the coach may observe swimming faults and issue instructions to the swimmer at the surface by means of a loud-

The arrangement of facilities had to be such that 740 students could be accommodated over a two-hour period.

Facilities in the new gymnasium include a regulation swimming pool, a separate diving and practice pool, three new basketball courts, five new squash courts, wrestling rooms, administrative offices, and dressing rooms.

Andover is the first major preparatory school in the country to have a diving pool separated from the regular swimming area. The architects, Eggers and Higgins of New York, recommended this step to the board of trustees both as a safety measure to prevent accidents caused by diving in pools used simultaneously by

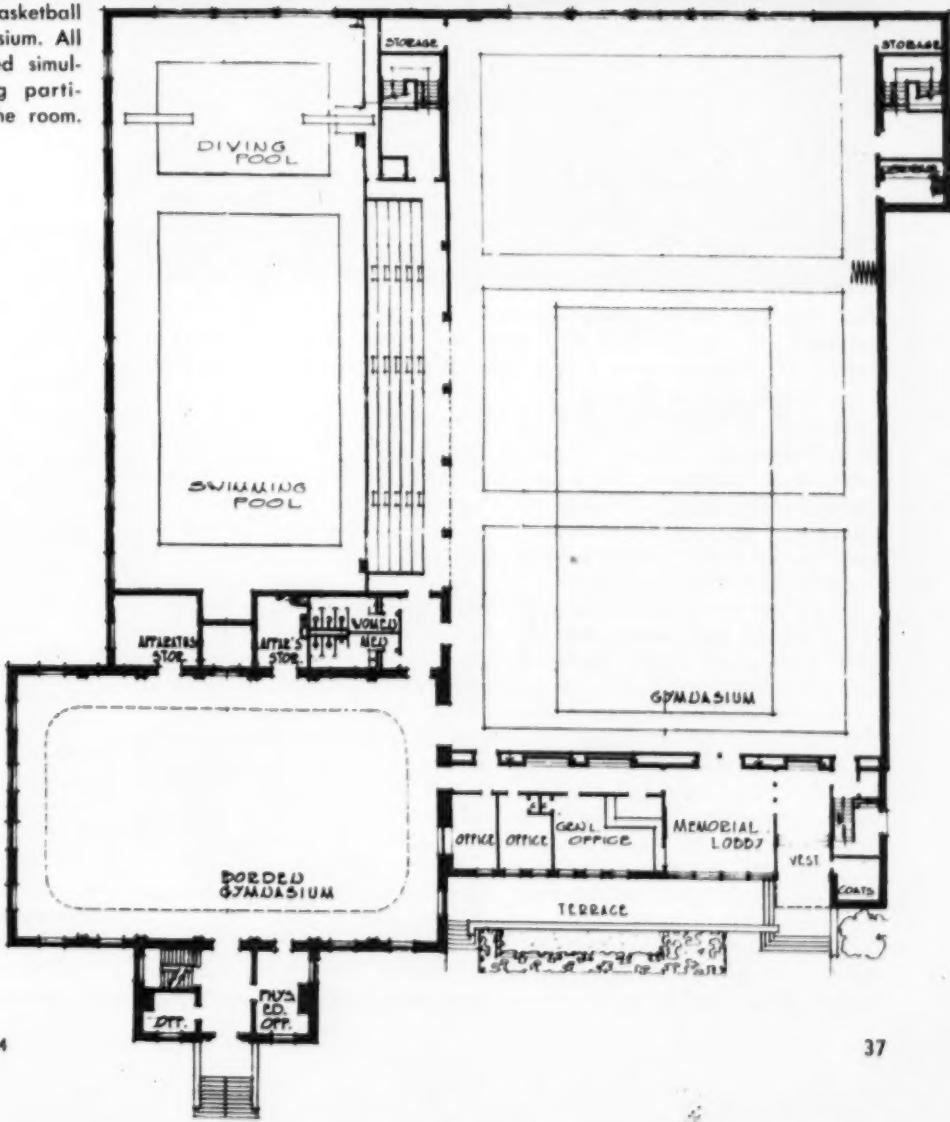
GROUND FLOOR PLAN of Phillips Academy's Memorial Gymnasium at Andover, Mass. On this floor are locker rooms, showers, squash courts, boxing and exercise room, wrestling room, equipment rooms and trainers' room.





Above: View of the basketball courts in the new gymnasium. All three courts may be used simultaneously when folding partitions are drawn across the room.

MAIN FLOOR PLAN.
The gymnasium floor measures 102 by 165 feet and has three regulation parallel basketball courts. For varsity games, the direction of play is reversed across two of the courts to form a regulation varsity court. Bleachers then accommodate 1200.





This view into the regulation swimming pool shows three of the lanes, adjustable to accommodate free style and breast stroke swimmers (the former can practice in a 4 foot lane, the latter require 7 foot lane).

speaker system. Adjustable swimming lanes accommodate both free style and breast stroke swimmers, the former requiring a lane 4 feet wide while the latter use a 7 foot lane. The swimming pool measures 42 by 75 feet and slopes in depth from 4 feet to 6 feet.

Inset gutters on all sides of the pool reduce excess wave action and are probably one reason for the number of new pool records established during the first season the pool was in use. The inset gutters permit a flush starting point and a raised deck around the pool. The decks around both pools are tile and are kept warm by radiant heat. As radiant equipment is located in the decks of the swimming area, the swimmer is kept warm and the deck dries much faster.

During practice sessions the temperature of the pool room ranges between 80 and 84° F.; during meets

it is reduced to a range of 72 to 74°. There are two filter rooms, one for the diving pool and one for the swimming pool.

The walls of the pool area have a wainscot of structural facing tile. Painted cinder block is used above this wainscoting. The ceiling is of acoustic plaster, with recessed lighting fixtures. Catwalks above the ceiling permit easy access for relamping the fixtures. Ten window panels are placed high on the walls and close to the ceiling, both to permit the introduction of an abundance of natural light and to reduce distracting glare and reflection from the surface of the water. These panels are of glass block, a material that reduces condensation and heat loss.

Swimming being a highly competitive sport at Andover, many dual and championship meets attract capacity

audiences. Accordingly, spectators are accommodated comfortably in fixed bleachers elevated at one side of the pool with seats for 270 persons. This capacity may be doubled by use of the reversible sliding bleachers from the adjacent gymnasium floor.

The main floor of the gymnasium is the largest single surface in the building. It measures 102 by 165 feet, and when not in use for athletic games can hold as many as 2000 persons for sessions sponsored by the Andover Evening Study Program.

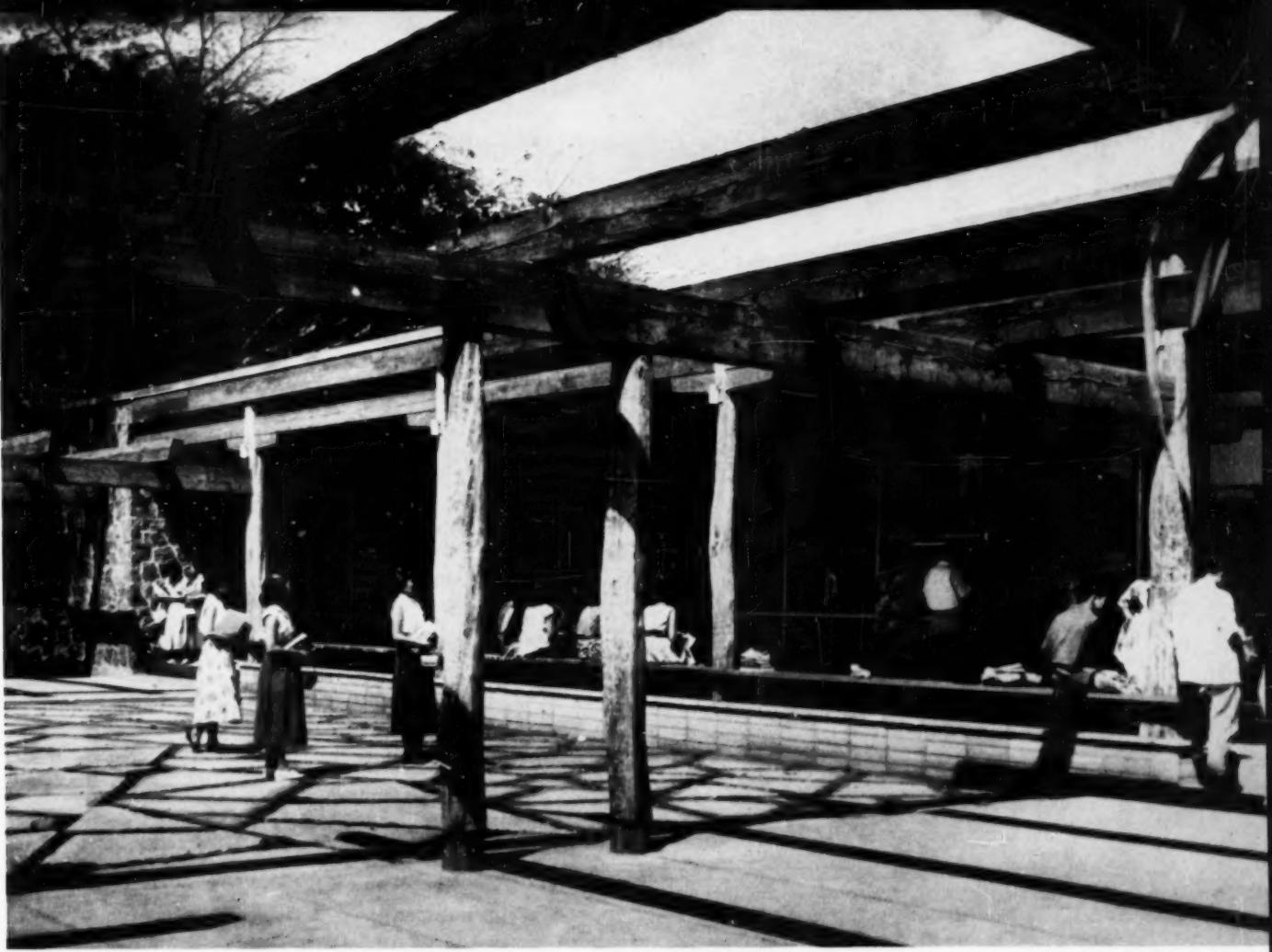
Equally as impressive as the size of the gymnasium floor is the number of boys that make use of its three regulation parallel basketball courts each day, along with the fourth court in the old Borden Gymnasium. These facilities are used daily by 175 boys in intramural, junior varsity, and varsity competition. On varsity game days, the direction of play is reversed across two of the parallel courts, thereby forming the regulation varsity court. Backboards are lowered from their suspended positions in the ceiling and a motor operated folding metal partition cuts off the third court. Bleacher seats accommodating 1200 spectators are then unfolded, everything being put in readiness for the "big" game.

The acoustic tile ceiling on the main floor is 23 feet high. Here are recessed 104 light fixtures, each fixture containing four lamps. The intensity of illumination thus produced on the playing surface is 50 footcandles, or nearly twice that of the average college gymnasium.

In the ground floor areas of the building are spaces for locker rooms, showers, squash courts, equipment and repair rooms, and trainers' rooms. All lockers are ventilated by air being pulled through the lockers and into an exhaust duct at the head of the lockers, connecting with several fans. The regular gymnasium lockers are 15 by 15 by 72 inches. Special lockers are 18 by 18 by 72 inches, and varsity lockers are 24 by 18 by 72 inches.

Showers are equipped with remote temperature controls that produce a continuous tempered "wall of water." There are several separate shower stalls with hot and cold controls.

Of the five squash courts, one is of wood construction and is used for tournament play. The others, all regulation size, are made of cement plaster with wood floors. All hardware is either flush or concealed.



Supplies are stocked in modern, attractive sales counters.

Island **Bookstore**

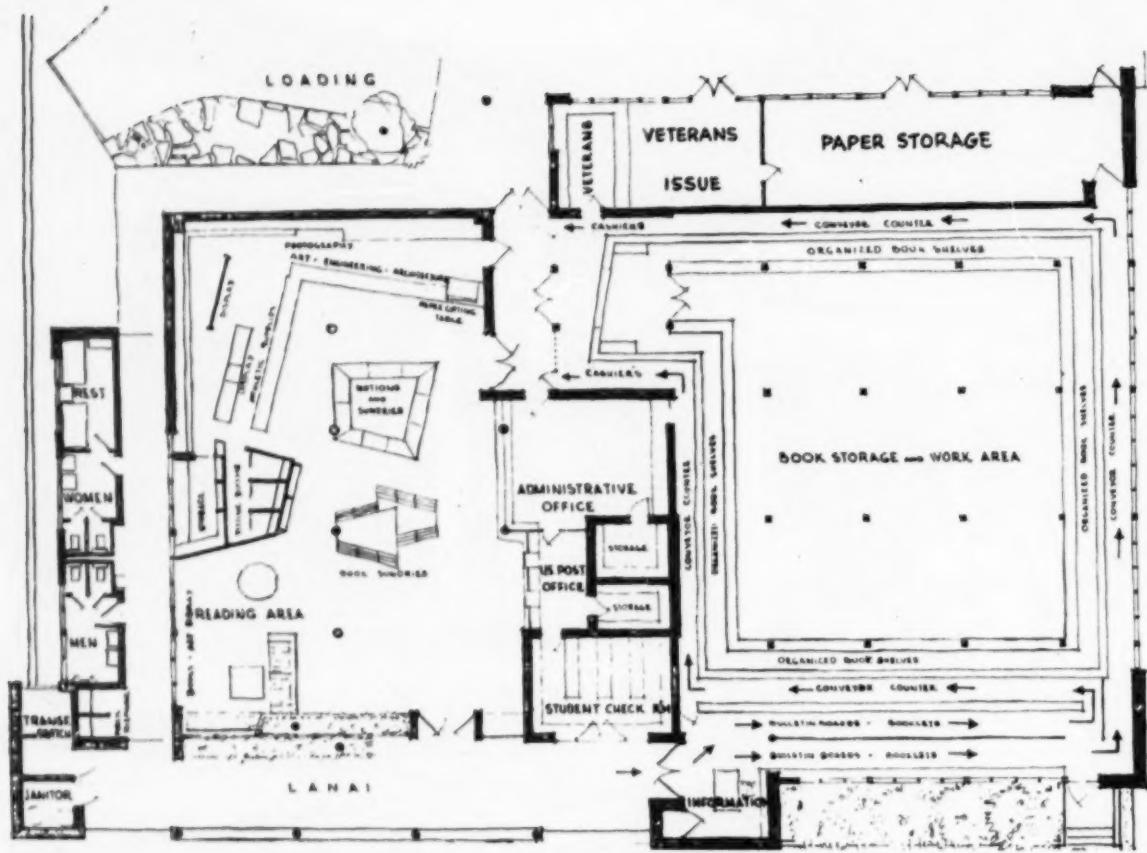
HAROLD J. ROES

*Purchasing Administrator
University of Hawaii*

THE NEW BOOKSTORE OF THE UNIVERSITY of Hawaii in Honolulu was completed last fall. It was designed by Alfred Preis of Honolulu.

The building site was chosen to provide easiest access to the registrants coming from the Administration Building to the Union Building and the center of campus activities. An existing trucking road leading to the rear of the building facilitates deliveries.

An old pergola was incorporated to form one arm of a court, paved with broken pieces of concrete slab. Black



Floor plan of bookstore.

Required texts are listed alphabetically on bulletin board.



lava rock, peeled ohia trees, hollow tile blocks made from local limestone, the wide overhangs, the louvered ribbons of roof ventilators, and, of course, the hala trees give the building its Hawaiian flavor.

The building is divided into two sections—a general sales area and a combination storeroom and textbook issue area. (See floor plan.) The flexibility of this design has proved highly successful in reducing the age-old bookstore "lines" to a minimum during registration.

The outer perimeter of the store-room area is fitted with vertical four-tier open bookstacks numbered by bays and designed to permit the passage of textbooks directly from stocks behind.

During the registration periods—September, February and June (summer session)—the storeroom area is opened, and the student wishing to purchase his textbooks enters the corridor shown on the right in the plan. On bulletin boards mounted over counters, he finds posted the titles of the required texts for each course in the five colleges, their respective prices, and locations by bay numbers.

At this point, the student prepares his budget for texts and proceeds to the quadrangular arranged bookstacks, where he is assisted in selecting his books by student workers. He then proceeds to the temporary cashiers' stations where payment for them is made.

To provide an uninterrupted flow of books to the bookstack bays, storeroom personnel opens the cartons as needed and feeds the bays from behind the open bookstacks. This system of opening book cartons only when needed has many advantages. Primarily, texts that are carried over to another semester are not removed from the original cartons and are kept fresh and clean. No repacking of books for return shipment to the publishers in the event of overages is necessary. Shipping labels simply are placed over the original on the carton for return shipment. Inventory problems obviously are simplified with this method of control.

Interesting stop-watch tests were conducted during freshman registration period, and it was found that the freshmen could prepare their budgets, select their books, and pay for them in an average of eight minutes.

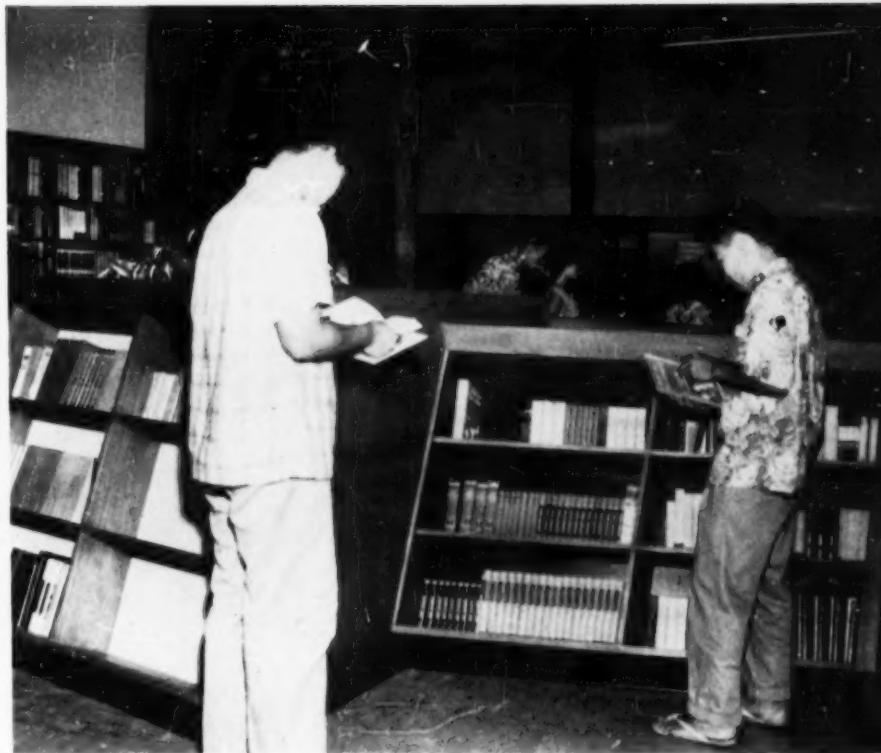
After purchasing their textbooks, students enter the general sales area, where they find stationery; architectural, engineering, art and photographic supplies; athletic equipment, and clothing. Sales of this merchandise are handled in an over-the-counter method, the modern floor-audit system being used.

Here also are "trade books" in an attractive and comfortable browsing corner. Fitting rooms are provided for men's and women's athletic costumes. Space for a U.S. Post Office also is available, and when this office is established a valuable addition to the campus will be realized.

Once the registration period is over, the storeroom is closed, and textbooks for late registrants and for students changing courses are purchased in the general sales area.

It will be noted also that the plan provides for the manager's office, an issue room for veterans' supplies and equipment, paper storage areas, public rooms, and employees' restrooms.

Functional planning employing the double-issue system has proved highly successful in expediting the sale of textbooks, supplies and equipment and in removing one of the worst bottlenecks of registration periods.



Above: Adjacent to the general sales area in the University of Hawaii bookstore is a trade book browsing alcove. Below: A bookshelf bay is assigned to each subject, agriculture through zoology. There, plainly marked as to price, are textbooks grouped by courses in the five colleges of the university.





All This on a Low Budget...

Speech...Art...Music...Cafeteria...Auditorium

S. ARTHUR AXTENS

Architect-Engineer
Denver

MEMORIAL BUILDING, THE TENTH building to be built on the campus of Nebraska State Teachers College at Chadron, provides facilities for the music, art and speech departments, a cafeteria, a lounge or social room, and an auditorium.

The low unit cost of this functional building, in which departments are separated and located for accessibility and use, indicates that it is unnecessary to build unattractive, barn-like structures in order to stay within a limited budget.

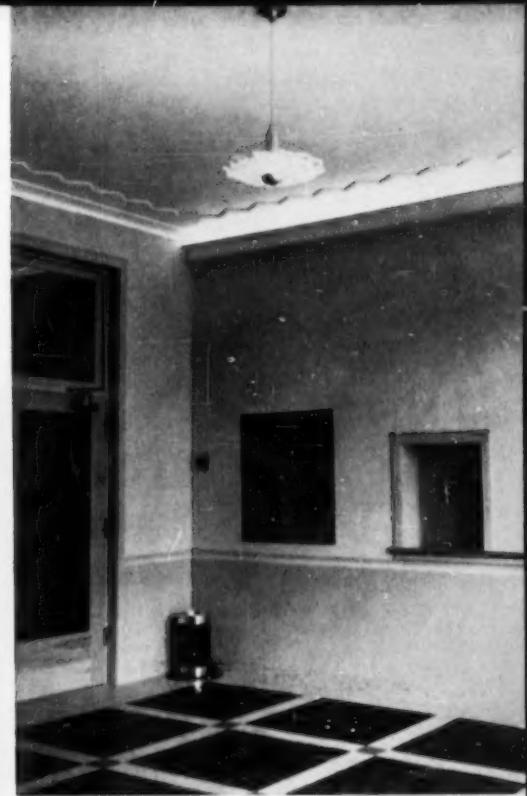
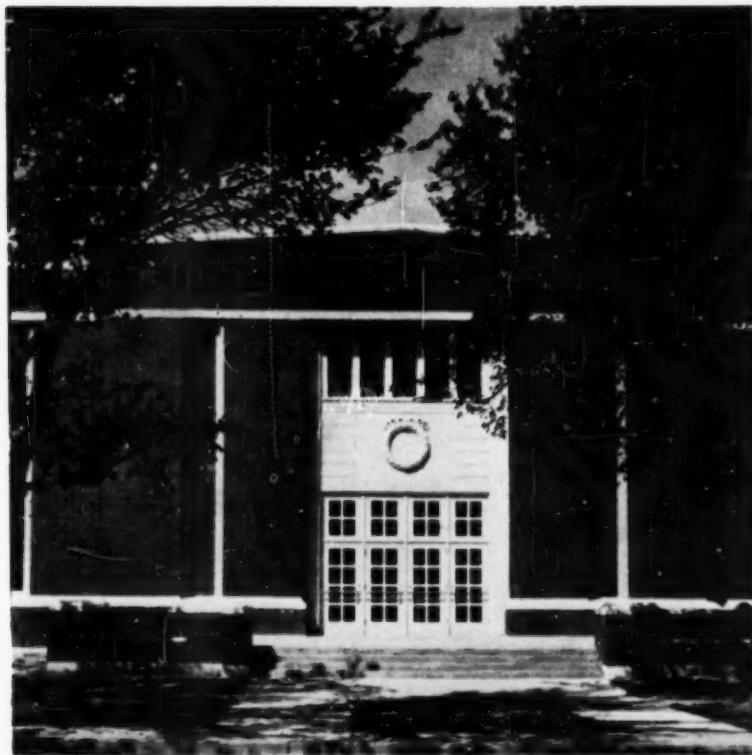
Speech Department. These facilities consist of a classroom, studio, makeup room, director's office, and a small auditorium, all located on the second floor, usable for instructional work and for

(Continued on Page 45)



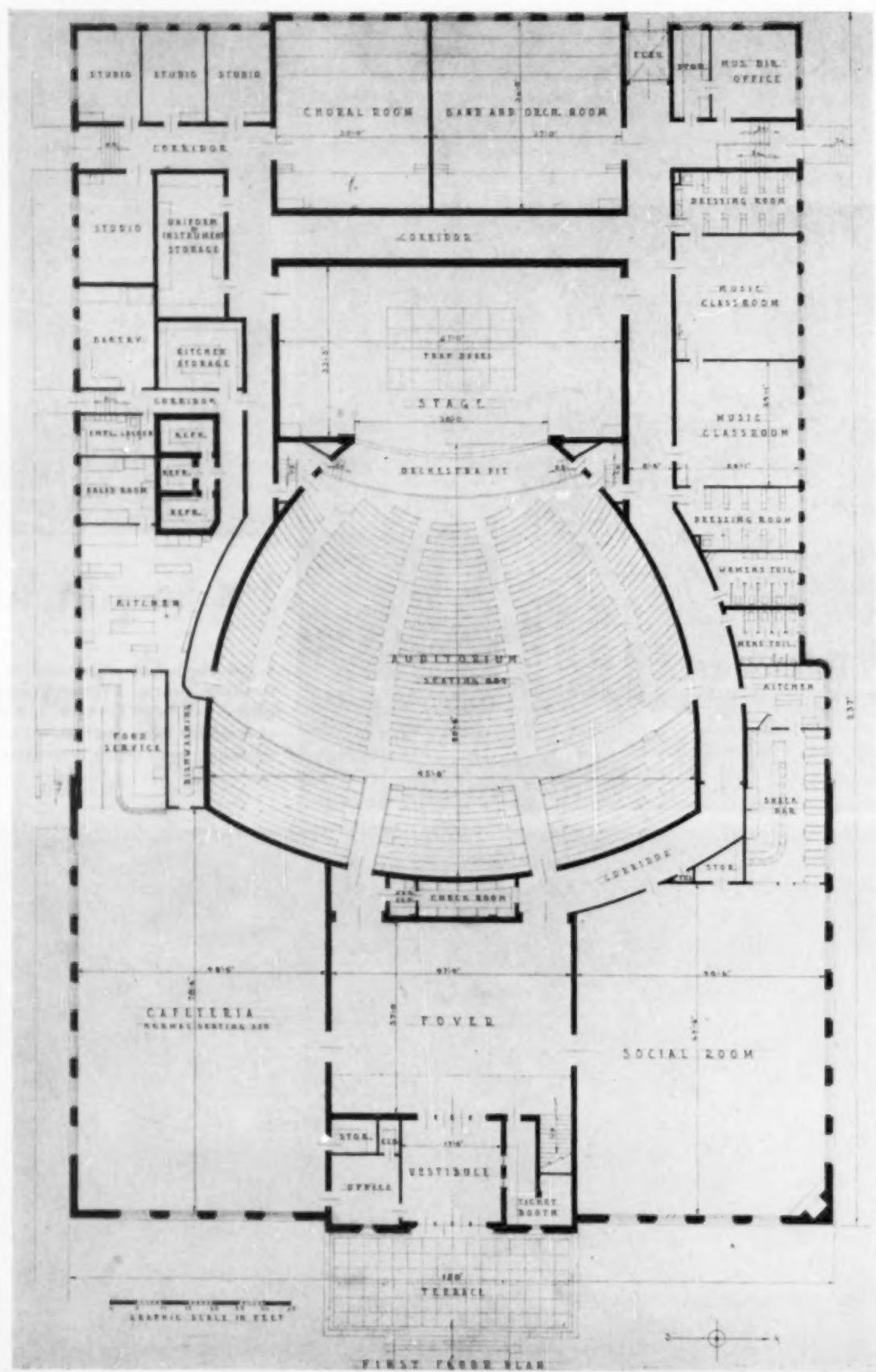
Top of Page: Memorial Building, State Teachers College, Chadron, Neb.
Above: Section of lounge or social room, looking toward the snack bar.

Below: Principal entrance to the Memorial Building, showing detail of brickwork, glass blocks, and architectural concrete. Right: Vestibule, showing pattern of asphalt tile floor covering, painted plaster walls, ticket window, bulletin board, and general type of electrical lighting.



Below: North half of principal auditorium, from stage, showing shape and general character of room, location of projection room openings, entrance doorways, and lighting arrangement.





(Continued From Page 42)

small public performances. For larger theatrical performances, the large auditorium and stage are used, together with the first floor dressing rooms and the two music classrooms, which become additional dressing rooms for large casts. Costume sewing rooms, costume storage, paint room and carpenter shop are located in the basement; a scenery studio and storage space are at the second floor level.

Art Department. This area consists of two classrooms, the director's office, an atelier, art storage, and lockers for student use, together with an exhibit room, all located on the second floor.

Music Department. This consists of two classrooms, four studios, choral room, band and orchestral room, director's office, storage for sheet music and records, storage room for instruments and uniforms, 13 practice rooms, and one listening room, all adequately sound insulated and arranged for easy access, independent of other use of the building.

Auditorium. The principal auditorium has 849 seats, each facing the center of the stage, providing every spectator an unobstructed view of the proscenium opening. Because of the shape, dimensions and materials used, the acoustics is considered perfect by school officials. Illumination is by means of ceiling-recessed, incandescent electric fixtures of the lens type and by shielded wall bracket lights, controlled by dimmers. Ceiling lights are serviced from attic space above the ceiling. Heating and ventilation are automatically regulated.

FIREPROOF PROJECTION ROOM

In connection with the auditorium, a fireproof projection room and rewind and film storage unit are provided at the second floor level and on the axis of the auditorium. The projection room is connected to the sound system of the auditorium and stage.

The stage of the principal auditorium is of a size to accommodate professional grade theatricals, having a proscenium opening 38 feet wide by 18 feet high, and with a gridiron 40 feet above the stage floor. The stage is protected by an automatic sprinkler system and by automatically opened

vents. The floor has 20 removable panels to the stage storage below, making possible openings from 4 by 5 feet to a single opening 16 by 20 feet. At the second floor level are a scenery painting studio and scenery storage, opening directly to the stage.

Cafeteria. Using normal arrangement of tables, the cafeteria will seat 350 persons. The seating can be increased to 430 for banquets by rearranging the tables.

Social Room. The lounge or social room, together with the snack bar, are intended to provide facilities for student gatherings and dances; for such student use, a small checkroom is provided. For larger crowds using the auditorium, the social room is equipped with collapsible storage racks for hat and coat checking.

Structural Features. Exterior walls above finish grade are variegated shades of rough textured red brick, with trim of cream-colored smooth brick and cream-colored architectural concrete, with backing of hollow cinder block units. All walls below grade are of concrete. Interior partitions are of cinder block units with a finish of painted plaster or insulating board.

The roof deck is of 1½ inch laminated insulating board with ½ inch asbestos board on both surfaces. Roofing is five-ply built-up asphalt felt. The roof structure is steel beams with steel bar joists, except above the stage, small auditorium, kitchen, and so forth where fireproofed wood beams are exposed. Above the large auditorium, steel trusses, with steel purlins and bar joists, are used. Trusses are supported by steel columns. Ceilings of the auditorium and second story areas are suspended; they are of gypsum plaster on metal lath and metal channels, covered on the lower surface by perforated insulating tile.

Floors of second floor areas are steel beams, steel bar joist, 2½ inch concrete slab on steel lath, and with finish floors of asphalt tile. Floors of the first floor, above the unexcavated portions, are steel mesh-reinforced, 4 inch concrete, covered by asphalt tile, except in the auditorium, where cork tile is used for aisles. The remainder of the floor is not covered, except in the kitchen areas, where a special painted surface is used.

Floors of first floor areas which are above basement spaces are of reinforced concrete construction, with finish of asphalt tile except in certain areas where paint finish is used. Floors

throughout the basement areas are 4 inch concrete, steel mesh-reinforced.

Windows of the basement have steel sash; above the basement they have 1¾ inch thick wood sash and are either double hung or fixed units.

Heating of the building is thermostatically controlled steam from the central heating plant. Mains had to be extended about 250 feet, and 100 feet of new tunnel were required in addition to installation of motorized valves and controls for service to three existing buildings. Heating and ventilating within the building is by automatically controlled fans, heaters and vents for both auditoriums, the cafeteria and kitchen, the social room and snack bar, the band and orchestral room, the choral room, and practice rooms. All other areas of the building are convector heated and manually ventilated.

Plumbing installations are not unusual, with first-quality fixtures properly serviced. Domestic hot water is heated and stored, steam being used for the purpose. Both 135° water for the building fixtures and 180° water for kitchen sinks are pump circulated. Chilled water is supplied from the refrigerator rooms to the cafeteria counter. Kitchen sinks and dishwashing machines have grease interceptors.

Costs. The total construction cost of the building is \$576,646, or 54.7 per cubic foot. This includes all heating, ventilating, plumbing and electrical installations, other than one switching unit for the principal auditorium. It includes lockers, seating for both auditoriums, tables, chairs and service counters of the cafeteria; also all booths, counters, cabinets of the snack bar; refrigerating equipment for the three refrigerator rooms, and all cabinets, mirrors, shelving throughout the building. Items not included are the stage curtain, stage scenery, and rigging, and the switching cabinet for auditorium lighting. Nor are architectural and engineering fees included.

THREE SEPARATE CONTRACTS

The work was done under three separate major contracts: general construction, heating and plumbing, and electrical. In addition to these major contracts, minor contracts were awarded for auditorium seating, cafeteria service counters, cafeteria tables and chairs, refrigeration equipment. Contracts were awarded by competitive bidding. All work was supervised by the architect-engineer and by his clerk-of-the-works.

Opposite Page: First floor plan of Nebraska State Teachers College's new multipurpose Memorial Building.



Day in a Campus Kitchen

W. H. MILLER

Director of Dining Halls
Virginia Polytechnic Institute, Blacksburg

EACH DAY THAT THE MANAGER OF a college dining hall opens its doors he faces anew many of the same problems he met the day before. He must plan the day's menu in accordance with requirements of nutrition and prepare it in line with the highest standards. He must serve meals that are not only nourishing but attractive, appetizing and interesting. He must stay within his budget without sacrificing quality and quantity of meals. He also must be alert that the high feeding standards he struggled so to set yesterday are maintained today, namely, proper food sanitation, efficient and speedy food service, and close harmony between administrative and kitchen staffs.

Perhaps the director of any mass feeding operation awakens each day to the same professional problems. Yet, the college dining hall director has some special problems all his own since his dining hall has such a direct

effect on the general morale of the student body. In fact, the quality and quantity of the food and its service might well provide a barometer of the morale of every student on the campus. The director who sees his job in this perspective will serve his guests better and his school best.

At Virginia Polytechnic Institute we have all of the usual daily problems of college feeding plus one. V.P.I. is in Blacksburg, Va., a town with few commercial eating establishments. Dependent almost entirely on the school dining halls for their meals are 2600 students; so are their guests, who during the football season alone can more than double the number of mouths we normally feed. About two-thirds of our students are cadets, the remainder civilians. The cadets have one dining hall, the civilians another.

In any feeding operation, relations between the administrative staff and the kitchen and dining room employees

Bulk milk dispensers and paper cups are used in serving milk in the dining hall. This allows buying milk in bulk and eliminates collecting and washing bottles, saving V.P.I. approximately \$6000 a year.

should be good. At V.P.I. they are excellent, simply because each person's job is outlined, his responsibility clear. No clash can arise from one person's unknowingly extending authority into the area of another. Rules and regulations cover all employees, those on full time as well as the part-time student help.

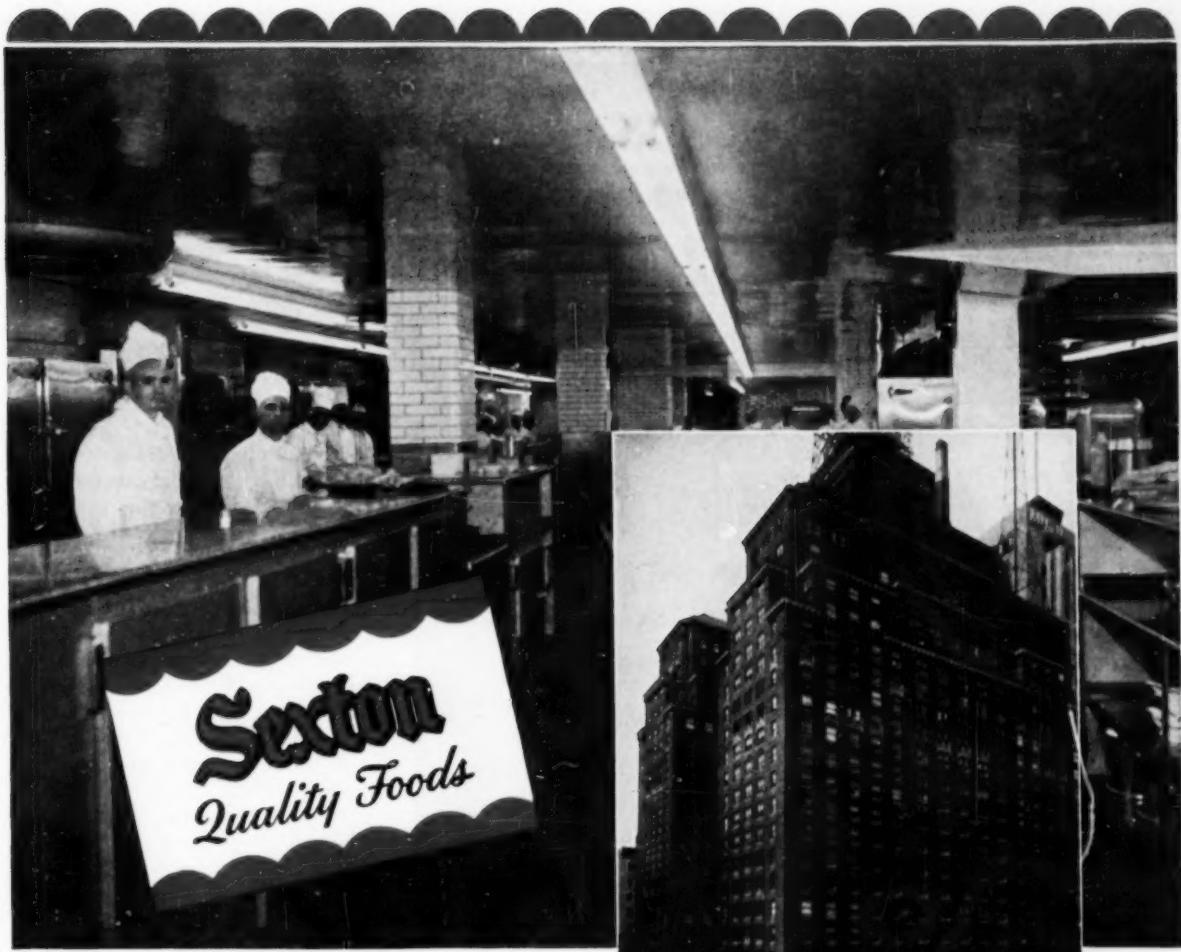
Sanitation, a major concern in every mass feeding kitchen, ranks high on our campus. Its importance should be impressed on each member of the kitchen and dining room staff. Rules of sanitary procedure should be methodically set forth and followed with hospital care in the dining room, at the serving counters, with the kitchen and dining utensils, and on the floors.

Recently, V.P.I. took an important step to improve sanitation. We enlisted paper to ensure the best sanitary control over service of some food items. Single service paper cups now hold drinking water, juices, sweet and chocolate milk, iced tea, and ice cream; we also use soufflé cups to portion and carry jelly or sundae topping and paper pats for butter. Paper is used once, then discarded. Many potentially insanitary conditions in a mass feeding operation go into the garbage can with the disposed cup.

With paper cups, water—usually a major problem—becomes a minor one. There is no handling of pitchers or glasses and washing costs and breakage are eliminated. Water taps have been placed near the exits of the dining halls. Each has two spigots, and each is equipped with paper cup dispensers. The student serves himself, then disposes of the paper in waste cans.

College students are grateful for such cleanliness in their kitchen and dining room. But the dining hall director with both eyes on cleanliness may lose sight of his budget. If he does, he'll soon hear another student gripe: *The food costs too much.*

V.P.I. students pay \$330 a year for meals for the 240 day year. We pre-budget our costs for certain recurring expenses and also use mass buying to keep expenses down and to increase



Park Sheraton Hotel, New York City



sparkling unit

Unseen to the thousands who patronize this great hotel is a service of sanitation and cleanliness that is basic to guest pleasure. Sexton cleansers and detergents—under the aegis of Sanitary Sam—assist in every move in this constant campaign, assuring sparkling silver and china for the kitchen, thorough and economical laundering, efficient but unobtrusive scrubbing, mopping and deodorizing. There is a Sexton sanitation product for every maintenance need. Ask for information about the complete Sexton line.

JOHN SEXTON & CO., CHICAGO, 1954

buying power for each dollar spent. Since ours is a land-grant school, most canned and prepared foods are requisitioned by specification through the state government on the basis of bids submitted. Fresh fruits and vegetables, poultry, eggs and meat are bought locally on a bid basis, usually in semi-carload or carload lots. All foods must meet specifications of the U.S. Department of Agriculture.

Economywise, we gained advantages from paper service. On the jelly item alone, consumption dropped 50 per cent after paper cups were introduced,

not because portions were smaller but because food wastage was virtually nil. And the use of paper cups and some new bulk milk dispensing machines gave us a saving of \$6000 a year to be put to good use on other facets of our feeding operations.

Previously, milk was served to our students in individual half-pint bottles. Many cases of these had to make the trip from refrigerator to counter and the unused few returned to the refrigerator at the end of each day. All such handling was eliminated with the milk dispenser. The only chore now

is to change the large milk cylinders in the machine. Milk not consumed at one meal remains in the refrigerated machine until the next meal. A little planning assures that no milk remains in the machine over the holidays.

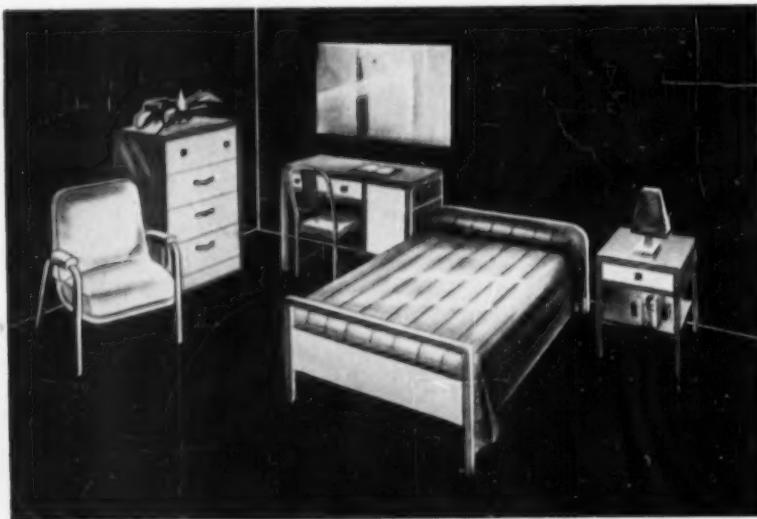
Every day eight 15 gallon dispensers along the serving line dispose of 375 gallons of milk. Milk is bought directly from the dairy operated by the school of agriculture. Buying milk in bulk instead of individual cases reduces the price from 88 cents to 72 cents per gallon.

Milk is served in 9 ounce paper cups at a paper cost of 11 cents per gallon of milk. The 11 cents added to milk bought in bulk at 72 cents now totals 83 cents per gallon of milk, a difference of five cents per gallon between the old cost of milk in individual cases and the new cost of milk in bulk. For a daily consumption of 375 gallons, \$18.75 was saved per day and the savings were further increased by the elimination of \$8 paid to six students who handled the bottles, then less a few variants down to a total daily saving of \$25.

With a clean and economical kitchen, any college dining hall director is off to a promising start each day. However, the planning of menus (the job of the dietitian) is equally important. Menus must be well balanced. Meals should include meat, fish or poultry, a starch, a number of vegetables, salads, desserts, bread or rolls, coffee, milk and fruit ales for noon and evening meals. Breakfast menus are less flexible but should include the standards, such as eggs, ham or bacon, fruit, cereal, juices, toast, coffee, milk and jelly. Maximum effort must be made to provide a variety of meals, a high standard of preparation and food quality, and an appetizing display and handling of the foods. Every complaint should be checked out and, if any prove valid, remedial steps must be taken without delay.

An anti-noise campaign should be launched by every college dining hall director and kept running every day. With paper at our service, much of V.P.I.'s battle against noise has been won. Our bulk milk dispensers and paper cups have eliminated much of the former dining hall din.

A good, inexpensive meal served well in a clean, quiet dining hall is an on-campus morale builder of incalculable importance and the daily challenge of all dining hall directors.



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WHEREVER THERE'S BUSINESS THERE'S



NEWS

Company Acts to Spur Giving . . . Church Assails College . . . Yale and Princeton Increase Salaries . . . New York State Fraternities Have Four Years to Obey Ban . . . Public Favors Unrestricted Gifts to Higher Education

Piedmont College Denied Church Endorsement

ATLANTA, GA. — Until it rejects donations from the Texas Educational Association, Piedmont College at Demorest, Ga., will not get the endorsement of the Southeast Convention of the Congregational Christian Churches, a representative of the convention has declared. Another condition imposed is that the college replace its president, Dr. James E. Walter, who has defended the acceptance of the endowment.

The college has been in considerable turmoil for the last two or three years as a result of accepting a grant from the association in view of the allegation that the Texas Educational Association advocates the doctrine of white supremacy.

New York Fraternities Get Four Years to Reform

ALBANY, N.Y. — A recent decision by the U.S. Supreme Court upheld a decision by a lower court in New York which ruled that a decision by the State University of New York barring from its campuses national fraternities and sororities which had discriminatory membership qualifications was not a violation of constitutional rights.

The decision will not have an immediate effect on the institutions involved, inasmuch as the university trustees order of October 1953 stipulated that all 22 affected units of the university would have five years to sever all national ties with fraternities and sororities that had discriminatory membership qualifications.

Particular interest had been focused on four national Greek-letter societies at the university's college of medicine at Syracuse, because they use housing

and dining facilities that are the property of alumni groups. According to some reports, about two-thirds of the 200 students at the college of medicine belong to one of the four social groups. Their spokesmen declare that these students would have no place to live or to eat if the chapters severed their national ties and if the alumni repossessed the houses.

State University Group Shuns Political Control

NEW YORK CITY. — "Policy control by the state executives and legislators is inimical to the best interests of higher education," said a resolution adopted by the Association of Governing Boards of State Universities and Allied Institutions at a meeting here last month. Determination of such policies is the proper function of the governing boards, it was declared.

Sarah Van Hoosen Jones, a member of the Michigan State Board of Agriculture and of the governing board of Michigan State College, was named president of the association to succeed Vernon G. Eberwine, rector of the board of visitors, Virginia Polytechnic Institute.



G. Kerry Smith (right), secretary of the Association for Higher Education, N.E.A., presents a CARE English language instruction package to Henning Borm, a language student, in the library of the Free University of West Berlin.

G.E. Acts to Inspire Gifts to Colleges

NEW YORK CITY. — Any gift up to \$1000 made by an employee of the General Electric Company to the college from which he was graduated will be matched by the General Electric Educational and Charitable Fund, it has been announced.

Philip D. Reed, chairman of the board of trustees of the General Electric Company and head of the fund's trustees, announced late last month that a grant of \$200,000 has been made to start the program and to cover possible gifts by the company's 23,000 college graduate employees for 1955.

This alumni plan, which potentially could affect 540 American colleges from which G.E. employees hold degrees, will get under way January 1 and will be open to employees who have at least a year's service with the company. The employee contribution must be a cash gift and not a pledge.

According to Mr. Reed, the Corporate Alumnus Program is "frankly an experiment, arrived at after long consideration of the whole subject of business support for higher education." The alumni plan was started to stimulate colleges and universities to develop their own alumni programs.

Dubs Corporate Gifts "Factory Expense"

CHICAGO. — Corporate contributions to private higher education should be regarded as "factory expense" rather than as a charity, Dr. John T. Rettaliata, president of Illinois Institute of Technology, said in his annual report released recently.

Pointing out that this factor of self-interest is being recognized to an increasing extent, Dr. Rettaliata stated that "business statesmen know that no



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And when conditions require specialized sound distribution, that's easily available, too. The Kodak Multi-Speaker Unit—three matched 8-inch speakers in a single case— inexpensively converts the Pageant into a

4-speaker sound system, capable of coping with virtually any acoustical condition.

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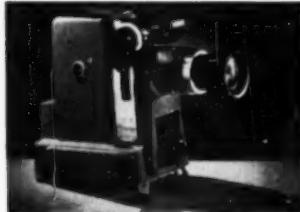
Visual quality to equal the excellence of the sound is provided by a field-sharpening element built right into the lens. Matchless dependability and convenience of maintenance are assured by permanent pre-lubrication, an exclusive feature with Kodascope Pageant Sound Projectors. This completely

eliminates the danger of under- or over-oiling, chief causes of mechanism breakdown. And amazingly quiet operation is the happy result of some ingenious new departures in projector design and construction.

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Your Kodak Audio-Visual Dealer will be glad to help you choose a Pageant that fits your specific needs exactly. Or just mail the coupon for more detailed information.

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NEWS

industry can be stronger than the intellectual level of its personnel.

"Competent, literate and well informed employees are a company's principal asset. These qualities are obtained through education, the essential ingredient in industrial achievement," he declared.

Conversely, he stated, industry enhances the reputation of the academic institution through development of the discoveries of fundamental research in the university laboratory. He added

that it is necessary for business to support privately financed institutions.

Dr. Rettaliata predicted that, with the establishment of better communication between education and industry, greater support of education is more likely to be forthcoming.

"Education's problems are its own," he said, "but industry can and will help in their solution when it understands why it should . . . and it is primarily education's job to see that this understanding is accomplished."



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perfect washroom towel service.

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Unrestricted Use of Gifts Favored by Public

CHICAGO. — An impartial public opinion poll made for the University of Chicago indicated that four out of 10 of the 491 leading Chicago citizens interviewed would make gifts to higher education without any restrictions as to their use by the university.

Approximately three-fourths of all those interviewed stressed the financial needs of higher education and pointed out that the problem of attracting and maintaining a faculty of high quality by providing adequate salaries was probably the most important factor.

An interesting aspect of the survey was the age factor of the respondents as an influence on how money should be spent in a university activity. Older persons were more likely than younger persons to favor spending money on medical research and on the physical plant of the university. The younger group, on the other hand, was more favorably inclined toward spending money for scholarships and aid to students.

Some differences were shown in the attitude that men and women have in evaluating undergraduate education. Women, the survey revealed, are prone to stress the faculty-student relationship, including supervision of the student body. Both men and women stressed the character of nonacademic life as one of the criteria for judging undergraduate education.

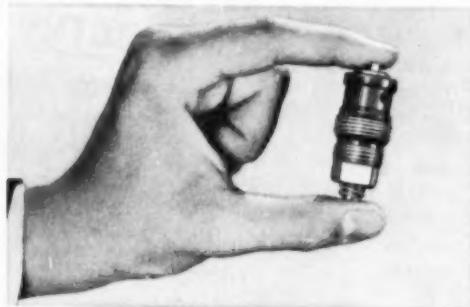
C.R.E.F., Inflation Hedge, Has 18,000 Members

NEW YORK CITY. — The two year old College Retirement Equities Fund (C.R.E.F.) now has more than 18,000 participants and some \$13,000,000 in assets. "It is producing fundamental changes in retirement planning with greater emphasis on purchasing power in old age income," R. McAllister Lloyd, president of C.R.E.F. and its companion organization, Teachers Insurance and Annuity Association of America, reported to C.R.E.F.'s board of trustees at the annual meeting November 18. At the same time Mr. Lloyd announced the election of three trustees to the C.R.E.F. board.

The new trustees are Dr. Payson S. Wild, vice president and dean of faculties of Northwestern University;

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modern school buildings. Crane design is in key with the most up-to-date arrangements... helps make the best use of available space. And because Crane products are made to withstand hard usage, the Crane fixtures you install today will still be there to serve future school generations. *Insistence on Crane is a part of good school planning.*



Proper washroom planning reduces corridor traffic

The *time* to solve the problem of corridor traffic is when your new school building is in the planning stage. The *place* to solve it is on your architect's drawing board. And nothing can contribute more to its solution than proper placement of toilet and washroom facilities.

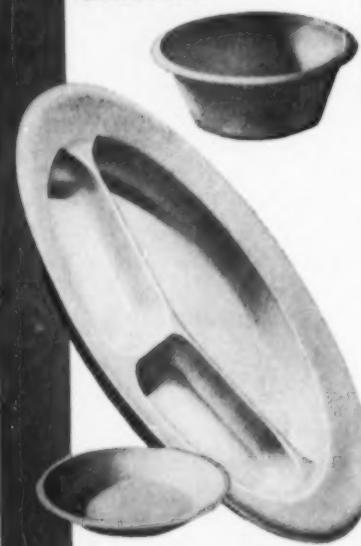
For example, ask your architect to explore the traffic-

reducing effects of more and smaller washrooms instead of just a few large ones. And when discussing equipment for these rooms, *let him know your preference for Crane.*

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NEWS

Laurence J. Ackerman, insurance consultant and dean of both the school of business administration of the University of Connecticut and of the Hartford College of Insurance, and Dr. William C. Greenough, vice president of T.I.A.A., who was active in the initiation and development of C.R.E.F.

Participation in C.R.E.F. is available on an optional basis to educational personnel who hold T.I.A.A. retirement annuity contracts, Mr. Lloyd noted. It pays its annuitants a variable dollar income based on the performance of a broadly diversified list of common stocks. However, participants are required to invest at least half their savings for old age in a regular T.I.A.A. annuity.

This "fixed dollar annuity supplies additional protection in times of level prices or depression," Mr. Lloyd pointed out.

**Yale Will Hike Fees
to Increase Salaries**

NEW HAVEN, CONN.—Yale University will increase undergraduate tuition fees by \$200 a year to a total of \$1000, Provost Edgar S. Furniss has announced. The increase for graduate students is yet to be determined.

The additional revenue will be allocated to faculty salary increases, varying from 10 to 12½ per cent. The higher fees and salaries will become effective at the beginning of the academic year next September. Scholarships will be enlarged to help deserving students meet the higher fees.

In defending the increase in fees, Mr. Furniss declared that in the last 15 years the cost of living has increased 92 per cent while faculty salaries at Yale have increased from 29 per cent for professors to 68 per cent for instructors. In contrast, the national average income in the same period for all employed persons has increased 174 per cent, he said.

**Branch Is Named
C. W. Post College**

BROOKVILLE, LONG ISLAND, N.Y.—The Brookville branch of Long Island University has assumed full status as a college within the university and will be known as C. W. Post College.

The college is being named after Charles W. Post, a founder of the Gen-

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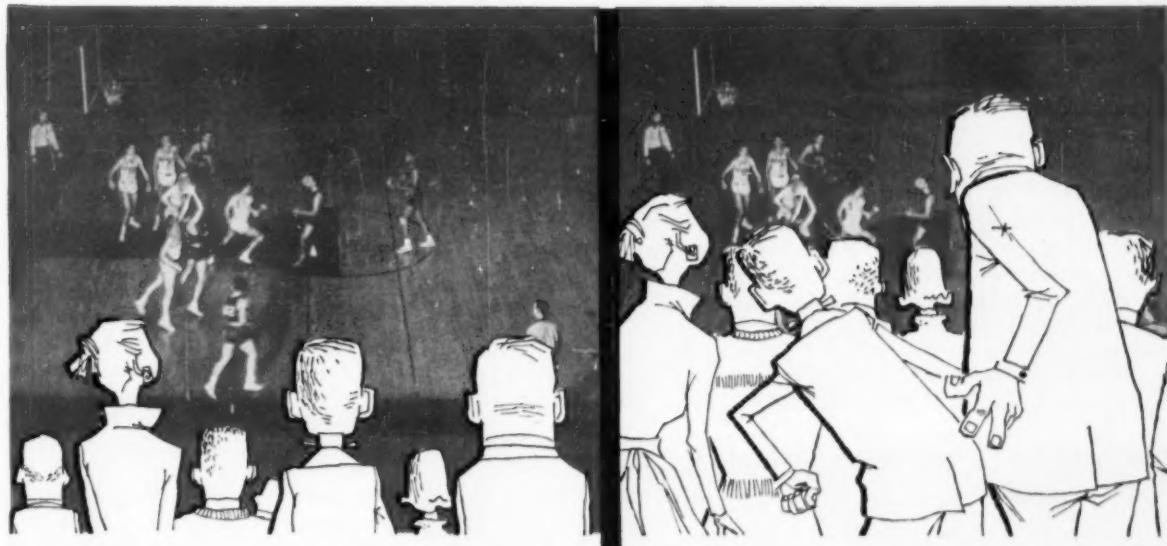
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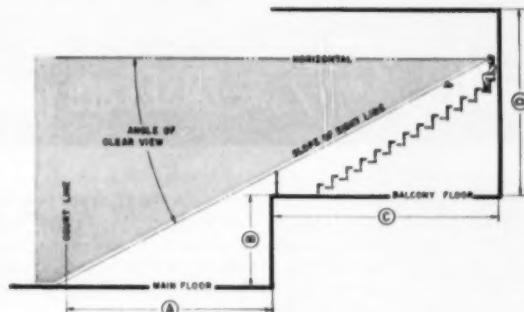
Without good visibility, your investment in balcony gymnasium seating is worthless.

Among the important factors determining good visibility in gymnasium seating for balconies is the rise per row (the vertical distance between successive seat boards). In Wayne construction there is a *special* rise per row to accommodate those situations where the height of the seat boards can increase visibility.

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NEWS

eral Foods Corporation, and the father of Mrs. Joseph E. Davies, whose 123 acre estate became the Brookville campus of Long Island University.

Dartmouth to Expand

HANOVER, N.H.—Trustees of Dartmouth College recently initiated plans for the development of all phases of the college during the next 15 years, looking forward to the opening of the institution's third century of service in 1969. Dr. John Sloan Dickey,

president, recently announced that Harvey P. Hood of Boston will be chairman of a planning committee of five trustees who will carry out the work.

Alumni Giving Is Big Factor at Carleton

NORTHFIELD, MINN.—Gifts to Carleton College for the fiscal year ending June 30 were 44 per cent greater than a year ago, according to a recent announcement. Alumni in-

creased their giving by 116 per cent over a year ago with 2468 contributing \$98,558.82. Gifts from parents of present and past students rose 55.4 per cent, with 238 contributing \$92,092.

Of the total of \$559,869.92 in cash gifts received during 1953-54 the largest amount was \$374,979.63 contributed to the library building fund. This brought that fund up to \$1,325,844.63, of which \$734,965 is in pledges yet to be paid and \$215,900 in cash gifts received prior to the fiscal year of 1953-54.

The next largest amount in cash gifts is \$120,100.50 for current expenses. As in recent years, the college balanced the budget with the aid of these unrestricted gifts. Organized research and studies by the faculty received \$37,995.62 and endowment funds \$22,046.62.

Princeton Professors to Get \$1000 Increase

PRINCETON, N.J.—Professors and associate professors at Princeton University will be granted salary increases of \$1000 for the academic year 1955-56, according to an announcement made November 22 by President Harold W. Dodds.

Assistant professors and instructors, all of whom in the past have received proportionally larger increases than have full and associate professors, will not participate in this increase.

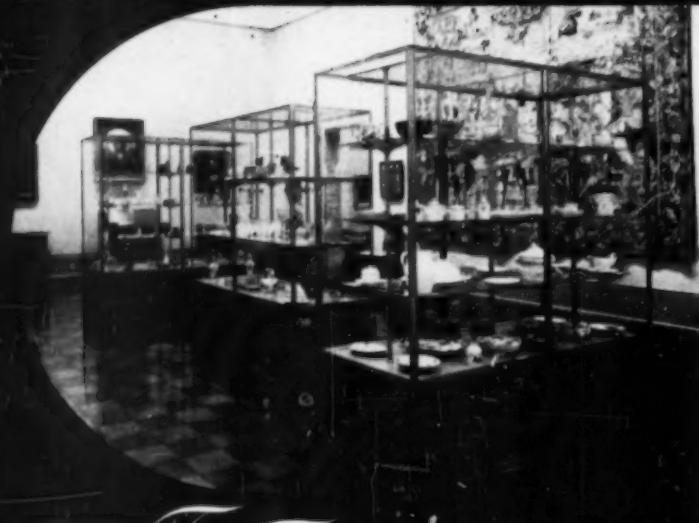
Princeton has 130 full professors and 85 associate professors. A professor now gets a minimum salary of \$8000 and an associate \$6000. Alumni will be asked to contribute \$1 million in the Giving Campaign this year, and some of this fund will be used for the pay increase, Dr. Dodds declares.

"We are taking this step," says Dr. Dodds, "in the face of extraordinary financial pressure brought on by rising costs and an income which has risen at a much slower rate. But our faculty members must not be asked to shoulder the whole burden of an independent university's financial plight."

Co-Authors Omitted

Proper credit was not given to persons responsible for the preparation of the manuscript, "Housing for Married Students," which appeared in the August issue. In addition to William

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NEWS

Sharkan, who is listed as author, others who assisted in the preparation of the manuscript included Richard Bergmann, Nancy Cook, Allen Cordts, and Harry Meisel.

Of Sweet Briar Students 14% Hold Scholarships

SWEET BRIAR, VA. — A total of \$76,000 in scholarships and other grants has been made for this academic year by Sweet Briar College, where

approximately 14 per cent of the students enrolled have met qualifications for such financial assistance. In addition, several students hold scholarships from sources outside the college.

Full tuition scholarships, valued at \$1000 each, are granted to undergraduates who are residents of Amherst County, in which the college is located. In addition to eight students who qualify for these scholarships, two receive free tuition under the Tuition Exchange Plan for children of faculty

members in a group of 73 colleges and universities.

Sweet Briar students reported earnings of \$10,533 during the 1953-54 academic session, and earnings for the summer of 1953 totaled \$41,309.

Higher Education Must Get Major Support From Industry, Says N.A.M.

NEW YORK.—Failure to provide adequate state, local and private support for the nation's colleges and universities can result only in renewed attempts to tap the federal purse, a policy that is certain to bring disastrous consequences, the National Association of Manufacturers stated recently.

Recognizing American industry's stake in preserving this nation's educational traditions, the N.A.M. study "Our Colleges and Universities and Their Financial Support" said that corporate gifts must become one of the major sources of college and university support. "If philanthropy withers, government will step in," the N.A.M. said, quoting Dr. Henry M. Wriston, president of Brown University.

The study, made by a committee of educators and industrialists in cooperation with N.A.M.'s education department, noted that during the last two decades there have been constant attempts to shift the pattern of educational support from the state and local governments to the federal government and that the gigantic program of "free education for the veteran has brought Washington to the forefront in financing higher education."

The present crisis in education, according to the National Association of Manufacturers committee, is a compounding of neglect, the effects of depression, war and boom. But, most of all, it said, school troubles are essentially "part and parcel of America's growth in population."

Today, more than 25 per cent of those between 18 and 21 go to college, contrasted with only 4 per cent in 1900. The study predicted that the number of college youths will be nearly double by 1970, and emphasized that the demand of industry, business and government for college graduates is constantly expanding.

The study pointed to the difficulty of obtaining accurate estimates of over-all needs. But it cited a report of the Commission on Financing Higher



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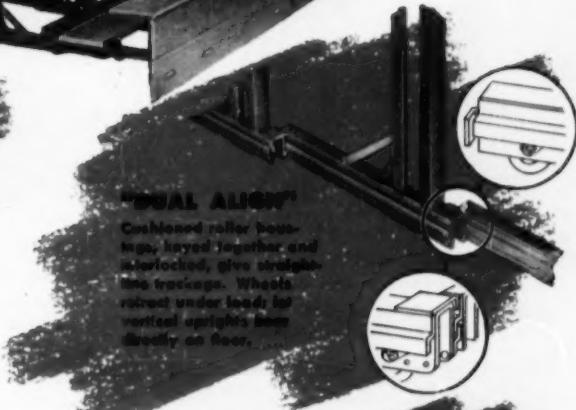
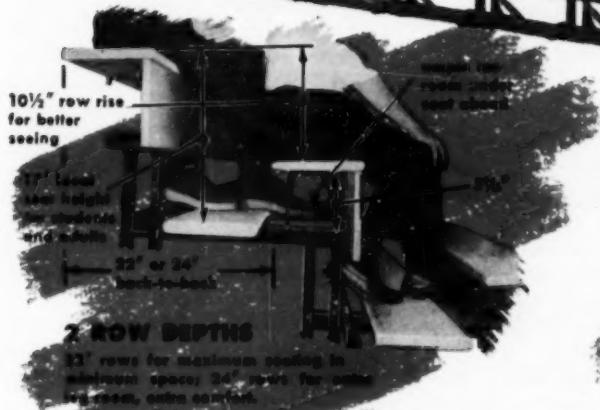
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Education which said that \$250 million would be needed each year for a five-year period to bring the private colleges up to date.

After showing that tuition rates, which despite a 50 to 60 per cent increase in the last 10 years, still fall short of paying the full cost of education, the study reviewed other sources of income, such as endowments, alumni funds, and corporate donations. It discussed scholarship plans, fellowships, research grants, and other ways in which industry can help solve the education problem.

NAMES IN THE NEWS

Francis E. Wylie, formerly head of the Boston bureau of Time, Inc., has been appointed director of public relations at Massachusetts Institute of Technology. His appointment will become effective January 1.



Francis E. Wylie

Ralph Avery, immediate past president of the National Association of College Stores and general manager of

the Cornell University store in Ithaca, N.Y., resigned recently. It was reported that he and members of his staff submitted their resignations owing to a disagreement between his board and himself over policy and administrative matters. **George Coon** of the textbook department and **John Parr** of the gift department also resigned.

Dr. G. T. Anderson, president of La Sierra College, Riverside, Calif., recently was named ninth president of the College of Medical Evangelists with



W. E. Macpherson



G. T. Anderson

campuses at Loma Linda and Los Angeles, Calif. **Dr. W. E. Macpherson**, president of C.M.E. in recent years, has become dean of the school of medicine, a position left vacant following the resignation of **Dr. Harold Shryock** last August.

Dr. Samuel A. Nock, registrar of Pace College in New York, has been elected editor of "College and University," the journal of the American Association of Collegiate Registrars and Admissions Officers. Dr. Nock, at present book review editor of the quarterly, will assume the editorship with the October 1955 issue.

H. Aldous Dixon, president of Utah State Agricultural College at Logan, was elected to Congress in the November election as a hasty replacement for Douglas Stringfellow, who was exposed as the perpetrator of a hoax in regard to his wartime service record.

Carmelita Hinton, founder and director of the Putney School, Putney, Vt., will retire at the end of this school year. Mrs. Hinton will be succeeded by **Henry Benson Rockwell**, director of admissions.

Kirk H. Logie, educational television producer and director, is now supervisor of radio and television at Illinois Institute of Technology. He was formerly active in commercial broadcasting. Mr. Logie began his career in 1938 in Auckland, N.Z., and from 1946 to 1952 was affiliated with the New Zealand Broadcasting Service.

Paul Mininger, professor of Christian Education at Goshen College, Goshen, (Continued on Page 62)

Clean Dirty Floors Quickly and Easily

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You can't keep mud and slush outdoors in this sloppy season, but you can get it cleaned up quickly and easily, with the right equipment.



Illustrated is the 60 gallon Model 6329 with Model 6528 rubber bumper and Model 6526 wringer.

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Terraflex can reduce maintenance costs one half. In actual use, tests

showed Terraflex maintenance expense to be approximately 50% less than that of the next most economically maintained resilient flooring. Its nonporous surface requires no hard scrubbing . . . damp mopping keeps it clean and bright . . . frequent waxing is eliminated. Through years

of economical service Terraflex pays for itself.

Available in a large range of striking colors, Terraflex is ideal for restaurants, public areas, schools, hospitals.

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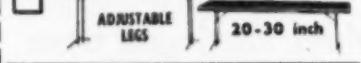
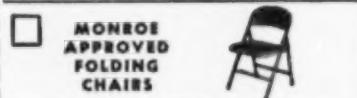
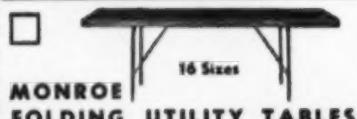
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1954-77

NAMES

(Continued From Page 60)

Ind., has been named president of the institution.

Elwin T. Jolliffe, assistant business manager of the State University of Iowa, has been appointed business manager and secretary of the institution to succeed **Fred W. Ambrose**. Mr. Ambrose at his own request and in the interest of his health relinquished the dual posts to become chief of plant



Elwin T. Jolliffe

utilization and services on a nine-month basis. The appointments became effective December 1. Mr. Jolliffe is a 1932 graduate of the State University of Iowa and has been assistant business manager since 1941. Mr. Ambrose went to Iowa in April of 1941 from the University of Wyoming, where he was superintendent of physical plant, to assume a similar position. He became the business manager of the Iowa institution in 1944.

Roy E. Larsen, chairman of the National Citizens Commission for the Public Schools and president of Time, Inc.,

(Continued on Page 64)

DIRECTORY OF ASSOCIATIONS

National Federation of College and University Business Officers Associations

President: Irwin K. French, Wellesley College; vice president: Laurence Lunden, University of Minnesota; secretary-treasurer: Nelson A. Wahlstrom, University of Washington.

Convention: June 26-28, Stanley Hotel, Estes Park, Colo.

Association of College and University Business Officers

American Association

President: W. C. Ervin, Paine College; secretary: B. A. Little, Southern University.

Central Association

President: C. C. DeLong, University of Illinois; secretary-treasurer: T. N. McClure, Knox College.

Eastern Association

President: John W. S. Littlefield, Colgate University; secretary-treasurer: Irwin K. French, Wellesley College.

Southern Association

President: C. O. Emmerich, Emory University; secretary-treasurer: Gerald D. Henderson, Vanderbilt University.

Western Association

President: James Miller, University of California; secretary: Morris Robertson, Oregon State College.

1955 Convention: Tucson, Ariz.

Association of College Unions

President: William Rion, University of Florida; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wisconsin.

Convention: April 3-6, Greenbrier, White Sulphur Springs, W. Va.

National Association of Educational Buyers

President: Henry Doten, University of Maine; executive secretary: Bert C. Ahrens, 1461 Franklin Ave., Garden City, N.Y.

1955 Convention: New York City.

American College Public Relations Association

President: Francis C. Pray, University of Pittsburgh; executive secretary: Marvin W. Topping, 726 Jackson Place, N.W., Washington 6, D.C.

Convention: June 30-July 2, Drake Hotel, Chicago.

National Association of College Stores

President: Carl Birdwell, A&M College of Texas, College Station; executive secretary: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

College and University Personnel Association

President: L. H. Glander, Michigan State College; secretary-treasurer: M. S. Hendrickson Jr., University of Colorado; executive secretary: Donald E. Dickason, University of Illinois. Permanent headquarters, 809 S. Wright St., Champaign, Ill.

National Association of College and University Housing Officers

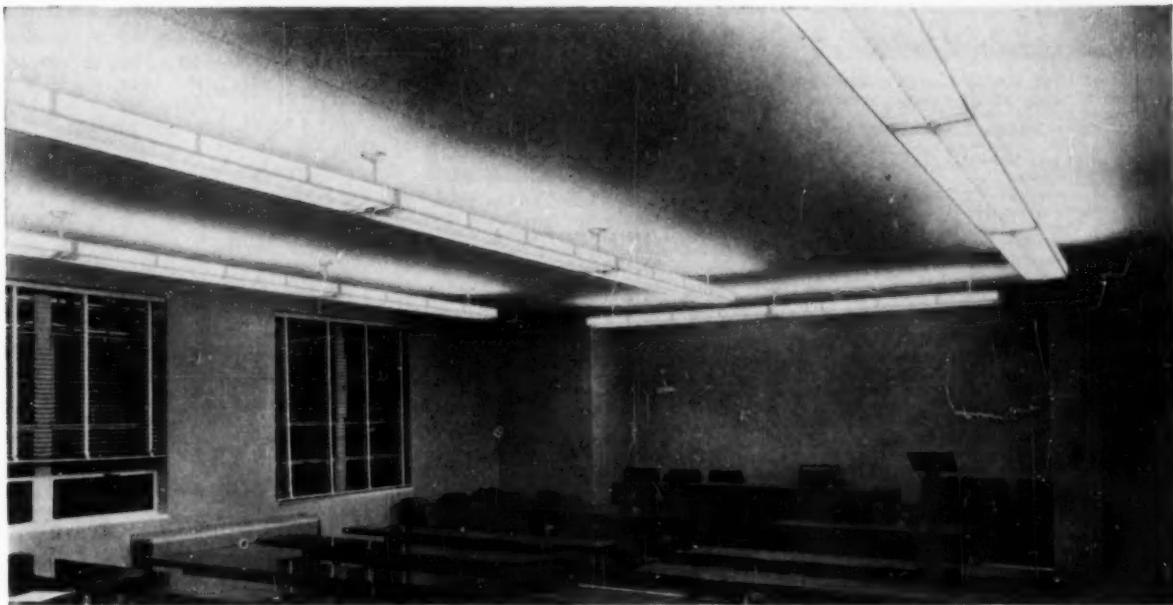
President: M. R. Shaw, Cornell University; vice president: F. C. McConnell, University of Texas; secretary-treasurer: Ruth N. Donnelly, University of California, Berkeley.

National Association of Physical Plant Administrators of Universities and Colleges

President: Wesley Hertenstein, California Institute of Technology; secretary-treasurer: A. F. Gallistel, University of Wisconsin.

1955 Convention: University of Wyoming, Laramie.

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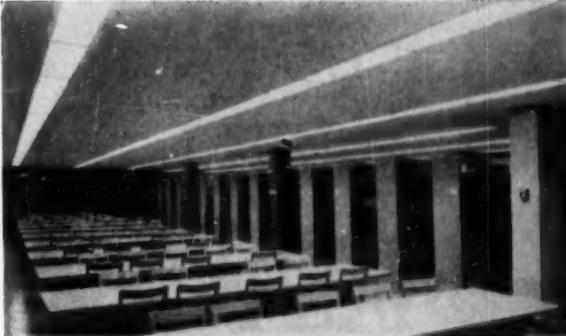
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University Architect—Assist in campus planning; do considerable liaison and consulting work; write specifications; make preliminary

drawings for new structures and working drawings for remodeling; supervise construction; good opportunity for increased responsibility; Wisconsin registration preferred. Write A. F. Gallistel, Director, Physical Plant Planning, UNIVERSITY OF WISCONSIN, Madison.

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Business Officer—Association with a college or private school desired by person with trust and investment experience, together with a legal background; modest salary requirements. Write Box CW 206, COLLEGE AND UNIVERSITY BUSINESS.

Business Officer—Young assistant desires position with small college; experienced in administration, accounting, budgets, reports, investments, and personnel. Write Box CW-225, COLLEGE AND UNIVERSITY BUSINESS.

Comptroller-Business Manager of small northern college desires similar position with church related southern college or university on permanent basis. Write Box CW-229, COLLEGE AND UNIVERSITY BUSINESS.

Controller-Treasurer—Top level financial officer for college or university; proven ability in managing college financial affairs plus personnel management, labor negotiation and property supervision; 19 years experience with well known accredited institutions; M.A. in college administration; presently employed; finest references. Write Box CW-224, COLLEGE AND UNIVERSITY BUSINESS.

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NAMES . . .

(Continued From Page 62)

recently received the Wayne Education Award, given annually by the faculty of the college of education at Wayne University, Detroit.



Everett L. Bayha

Everett L. Bayha, former staff member of the Educational & Institutional Co-operative Service, Inc., Garden City, Long Island, N.Y., resigned recently to accept appointment as sales manager of the school furniture division of Royal Metal Manufacturing Company, Chicago. His appointment became effective November 1.

Dr. Allen W. Brown, president of Hobart and William Smith Colleges at Geneva, N.Y., recently was elected president of the Association of Colleges and Universities of the State of New York. He succeeds **Dr. Carter Davidson**, president of Union College, Schenectady. Dr. Brown will serve for a period of two years.

Dr. Adron Doran, prominent Kentucky educator, was installed recently as president of Morehead State College. He was named successor to **Dr. Charles R. Spain**, who resigned to become dean of the college of education, University of New Mexico.

Dr. William E. Park, president of Northfield Schools since 1940, was elected chairman of the Massachusetts Board of Education. He has been a member of the board since 1947 and is a member of the legislative commission studying state teachers colleges.

Dr. Lewis Webster Jones, president of Rutgers University, New Brunswick, N.J., last month was elected president of the Association of Land-Grant Colleges and Universities. Dr. Jones succeeds **Dr. Frederick L. Hovde**, president of Purdue University, as head of the association.

Anna Marie Dibble, 74, who resigned last July after 14 years as director of residence halls at Russell Sage College, Troy, N.Y., died at Plunkett Memorial Hospital, North Adams, Mass., on November 10.

Dr. Kenneth C. M. Sills, president emeritus of Bowdoin College, Brunswick, Me., died November 15, at the age of 75. Dr. Sills retired two years ago, having served Bowdoin as president for 35 years.

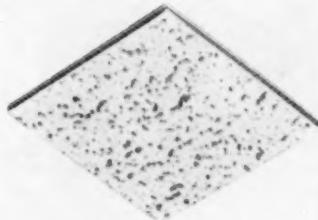
WHAT'S NEW

December 1954

Edited by Bessie Covert

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card opposite page 76. Circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

Acoustical Tile of Fissured Woodfiber



Forestone Fissured Woodfiber Acoustical Tile combines beauty with economical cost. It is made of fissured woodfiber with the appearance of travertine. The irregular, random fissures provide beauty with effective acoustical treatment. It has a square edge, resulting in a ceiling installation with a uniform, textured tone. It is also made with a beveled edge for installations where a definite tile pattern is desired.

The soft, warm tone of Forestone Tile provides a light-reflective surface which has a flame resistant finish. The finish is washable and smudges or ordinary dirt may be removed with a damp cloth or sponge. No special finish is required on Forestone but it may be repainted without appreciable loss of efficiency. Forestone is manufactured in 12 by 12 inch units, $\frac{3}{4}$ inch thick. **Simpson Logging Company, 1010 White Bldg., Seattle, Wash.**

For more details circle #201 on mailing card.

Photocopy Machine for Desk-Top Operation

The Develop is a photocopying machine that reproduces black-on-white duplicates in a matter of seconds. It was developed in Germany in 1948 and is now being marketed in the United States. It quickly makes copies of records, letters and other material on paper of any weight. Copies are permanent and fade-proof, high in contrast, dry and legally acceptable. The machine is simple in design and operation and is about the size of an electric typewriter. Operation is noiseless and odorless and copies may be of any length and in widths up to 14 inches, single or double sided. Electric and hand operated machines are available in the line. **Copease Company, 270 Park Ave., New York 17.**

For more details circle #202 on mailing card.

Hot-Food Servers Keep Food Flavorful

Food cooked in advance and placed in the drawers of the new Toastmaster Hot-Food Server is kept fresh and flavorful for hours without losing its appetizing appearance. Circulation of air is provided around all sides in the unique drawer construction to assure proper temperature throughout. Recessed thermostat control and cool Bakelite handles provide an attractive appearance without protrusions which might catch uniforms or aprons. The thermostat can be set to keep all foods at the exact temperature required, whether hot or cold. Humidity controls are easily set for the desired atmosphere and an individual control



for each drawer allows storage of various types of food.

Drawers open all the way for easy insertion and removal of pans. They are designed to hold 12 by 20 inch No. 200 pans and are $5\frac{1}{2}$ inches deep and $22\frac{1}{2}$ by $13\frac{1}{2}$ inches in size. Drawers and drawer covers are easily removed for cleaning. Both exterior and interior are of stainless steel for sanitation and easy maintenance and Fiberglas insulation prevents heat losses. The new De Luxe Hot-Food Server is available in three new models to fit small, medium and large requirements. To ensure correct operation of the server, an instruction tray is conveniently located at the top of the unit, providing a ready reference chart of proper operating instructions. Included is a complete list of food with recommended temperature and humidity settings for best results. **Toastmaster Products Div., McGraw Electric Co., Elgin, Ill.**

For more details circle #203 on mailing card.

(Continued on page 66)

Fire Retardant Paint Is Washable

Duo-Tex Fire Retardant Paint is a resin-base intumescent type interior finish. It combines superior flame resistance with durability, washability and attractiveness. The coating immediately swells and chars on contact with flame or excessive heat to provide a firm, insulating blanket of non-combustible ash over the affected surface.

The new paint is adaptable to brush or spray application, does not crack, chalk, craze or blister, and is resistant to mildew and all types of fungus. Duo-Tex is Underwriters' Laboratories approved, according to the manufacturer, and meets requirements for the "Slow Burning" classification of Federal Specification SSA-118A. It is available in twelve pastel colors. **The Glidden Company, 11001 Madison Ave., Cleveland 2, Ohio.**

For more details circle #204 on mailing card.

Large Capacity Snow Thrower in Maxim Line

The new Model 247 Snow Thrower is a larger machine which throws 2400 square feet of snow per minute. It is the result of six years of design and production experience and is built for heavy duty use and long service. It is a compact and highly maneuverable machine with a $5\frac{1}{2}$ inch wheelbase turning on a 10 foot radius. The machine will readily climb an eight inch curb and the scoop is raised hydraulically to a height of $10\frac{1}{2}$ inch from the ground. Easy driving and control are provided through automotive-type steering and independent front wheel suspension. An operator cab provides full protection. The machine can be readily converted



for use with year round ground maintenance attachments. **The Maxim Silencer Company, 85 Homestead Ave., Hartford 1, Conn.**

For more details circle #205 on mailing card.

What's New...

Vacuum Cleaners in Two Sizes



Two new models have been added to the Clarke line of vacuum cleaners, making a total of six machines in the line, each designed to meet specific requirements. The Model WD-55 is a large capacity portable wet-dry vacuum cleaner with a wide range of attachments for versatility in use. It has a high water lift, heavy gauge tank mounted on ball-bearing truck casters, and a handy dump valve for quick drainage of liquids. Capacity is 50 gallons wet and 6 1/4 bushels dry.

Quiet operation is a feature of the Model QD-10 heavy duty vacuum cleaner which is essentially a dry vacuum. It can be used for occasional wet pick-up with a capacity of 8 1/2 gallons. The tank is porcelain inside and out and dry capacity is one bushel. The machine is also available with stainless steel tank. Clarke Sanding Machine Co., Muskegon, Mich.

For more details circle #206 on mailing card.

Acoustical Tile Now Offered in Colors

Fiber acoustical tile is now being made available with "built-in" color finishes. Known as Varitex Cane Fiber Tile, the new product permits unique decorative treatment of ceilings. Color accents and sound conditioning are combined in each tile. The overtone finish on the material results in a multi-color, three-dimensional texture. Bevels as well as the face of each tile are colored.

The new Varitex Cane Fiber Tile is offered in four blends: light green with white and dark green overtones; gray with white and coral overtones; light brown with white and dark brown overtones, and light yellow with white and dark green overtones. The new tile may be washed or painted without affecting the sound conditioning efficiency of the material. It is available in Standard Pattern, consisting of parallel rows of identical holes, and in Random Pattern, made up of irregularly spaced holes of varied sizes. The Celotex Corporation, 120 S. La Salle St., Chicago 3.

For more details circle #207 on mailing card.

Finned Pipe Radiation Has Many Applications

Maximum heat output in minimum space is offered with the new Temtrim finned pipe radiation. It is designed for forced hot water and two-pipe steam systems and is readily adaptable to a variety of applications. Temtrim is installed along the cold outside walls of a building, the wall acts as a radiating surface, and the result is an even, uniform blanket of warmth without drafts.

Temtrim is designed for use in hospitals, schools, colleges and other institutions. It is a compact heating element requiring minimum space, and can be installed as separate convector units or placed in continuous lengths along the wall. For gymnasium and similar installations it can be hung singly or in tiers a few feet below the ceiling.

Temtrim is composed of steel fins bonded to pipe with a hard steel bond that cannot be broken by expansion and contraction during normal operation of the heating system. An expanded metal grille with sloping top covers the heating element. It is attractive in appearance and gives high heat output. It is finished in prime gray bonderized to withstand rust and corrosion and can



be painted to correspond with any room color plan. American Radiator & Standard Sanitary Corp., 106 Sixth St., Pittsburgh 22, Pa.

For more details circle #208 on mailing card.

Roof Maintenance in Package Units

All the materials and tools required for roof maintenance are now available in handy package units. The Lexsoco G-C Package is offered for roof resurfacing and the Lexsoco G-P Package is designed for repairing flashings, gutters, cracked or blistered felts and other roof weak spots. Glasfab repair and resurfacing materials, with long, low-maintenance life, are contained in both packages.

The package units simplify purchasing and reduce materials waste. Labor costs are cut through the simple one-step technic of applying Glasfab. This roofing membrane is an 8-mesh fabric woven entirely of inorganic fiber glass which does not char, rot, burn, become brittle or decay. Materials for applying Glasfab as well as the necessary tools are included in the packages. Lexsoco, Incorporated, 4815 Lexington Ave., Cleveland 3, Ohio.

For more details circle #209 on mailing card.

(Continued on page 68)

Heavy-Duty Garbage Can Enclosures

Year around protection of garbage cans from weather, rust, vermin, animals and other annoyances is offered in the new line of heavy duty, all steel Garbage Can Enclosures. The twin enclosures have two top deposit doors that swing open and close on full-length, piano-type hinges for perfect door alignment during constant daily use. The doors may be fully opened to provide unobstructed deposit of garbage. Handles are conveniently located for opening and closing the doors. The top slants to shed rain and snow and reduce the collection of moisture to a minimum. The two front doors swing open 180 degrees for unobstructed removal and replacing of the garbage cans. Cans slide in and out on runners which protect and reinforce the bottom of the enclosures. All-welded construction with corrosion resisting steel thoroughly bonderized inside and out and finished with acidproof enamel makes the enclosures sturdy and long wearing. The Bennett Manufacturing Co., Alden, N.Y.

For more details circle #210 on mailing card.

Pots and Pans Cleaned Mechanically

The new Model BK Panhandler is a compact machine which mechanically cleans pots, pans and kettles thoroughly and economically. Washing and rinsing is handled in the one unit which employs the A-F Super Spray pressure system for washing utensils from above and below. All kinds, sizes and shapes of utensils are handled in the machine which is available for gas heat, electric heat or steam operation. Floor space occupied is only three feet four inches by five feet one inch. The sterilizing rinse turns on automatically at the end of the wash operation, regardless of the period set on the wash timer. An automatic signal



notifies the operator when the wash-rinse cycle is completed. The Alvey-Ferguson Co., 75 Disney St., Cincinnati 9, Ohio.

For more details circle #211 on mailing card.

DOUBLE DUTY



... at DESKSIDE

Most of us take a waste basket for granted. It's where it is, simply to do a necessary job.

But a waste basket is *also* a piece of furniture. And as such, it must be attractive and durable, just as any chair, desk or fixture in office or classroom.

VUL-COT waste baskets are eye-pleasing—and they're built to take the worst kind of punishment. These hard vulcanized fibre baskets won't chip, split, splinter, rust or corrode, can't be dented. Standard colors—maroon-brown or olive-green—are blended into the fibre . . . they will not chip, wear off, or mar furniture or clothing. Double-rolled tops remain smooth and round for life of baskets. Bonded seam construction adds strength. Small wonder every VUL-COT is backed up by a five-year guarantee!

VUL-COTS are light in weight, noiseless, easy to clean and handle. You can get them in a wide variety of models and sizes at stationers and school supply houses everywhere. Or write for catalog price sheet. Dept. U-12.



NATIONAL
VULCANIZED FIBRE CO.

WILMINGTON 99, DELAWARE



1368-S16
molded wood seat and back

perfect line-up of side and armchair for row grouping.



engineered for public use

100th anniversary chair . . . one of many innovations in Thonet's large collection of original chairs . . . designed for modern beauty yet engineered* to withstand hard public use with lasting durability.

*THONET'S famous bending and molding processes eliminate troublesome glue joints.



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1369-SU18-SU6
upholstered seat and back
seat 17" x 17"
special wall-saving leg design

What's New . . .

Desk and Chair Unit Allows Maximum Foot Room



Cross bracing bars are eliminated with the unstructured frame used in the new Brunswick Book Box Combination. The attachment of chair to desk is a new design feature of the unit, doing away with the front legs of the chair and allowing maximum room for the student to move legs and feet and rest them in a natural, relaxed position. The upward slant of the bottom of the book box allows ample knee-room. Comfortable left side access is provided by the connecting bar for the chair, adding to orderly aisle traffic.

The unit is light in weight and easily moved for special grouping arrangements. The compound curved seat and back are designed to conform exactly to body contours for maximum comfort and correct posture. The Brunswick friction hinge on the 20 by 24 inch lifting desk top is designed to protect fingers. The horizontal desk top is available in either natural maple or maple-grained high-pressure plastic. The design makes floor cleaning easy and fast since there are only four points of contact with the floor. The new combination is available in five graduated sizes. **The Brunswick-Balke-Collender Co., 623 S. Wabash Ave., Chicago 5.**

For more details circle #212 on mailing card.

Floor Space Saved With Receding Closet Doors

Emco receding closet doors are open and recede into the closet practically the full width. As a result there is no loss of wall or floor space when the door is open, permitting furniture to be placed without concern for door opening. Adequate space is allowed for hanging clothes and there is a shelf above the hangers. The closet is vented for circulation of air and can be cleaned with ordinary cleaning equipment.

The Model 401 Spacemaster is a single room closet with door installed to open either to the left or to the right, in any desired width. The Spacemaster Twin, Model 402, is designed for double room installation. **Equipment Manufacturing Co., Inc., 1400 Spruce St., Kansas City 27, Mo.**

For more details circle #213 on mailing card.

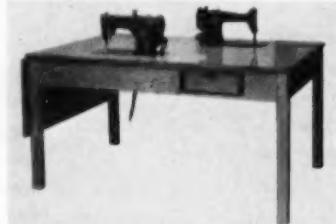
Pre-Cut Turkeys for Institutional Use

Kitchen time and labor are saved with the new pre-cut turkeys now being made available for institutional use. Better portion control is possible with the new system and cooking time and stove space are saved. Each new pack contains a complete large tom turkey cut into its basic parts for easier and quicker cooking. The whole turkey or selected parts may thus be cooked on top of the stove or in the oven. Parts are separated into pieces to be poached and pieces to be simmered. Storage space is also saved with the new method of packaging. **The National Turkey Federation, P. O. Box 69, Mount Morris, Ill.**

For more details circle #214 on mailing card.

Sewing and Cutting Combined in One Table

The newly designed Singer Combination Sewing and Cutting Table features an 18 by 42 inch drop leaf to increase the working surface of the table. For greatly increased working space, the table may be ordered with two leaves. Two drawers, plus a wide opening on each side to accommodate two large tote



trays, put all sewing accessories within easy reach.

Space for two sewing machine heads, plus space for two non-sewing students can be provided at the same table. With the sewing machines lowered, the table can be used for regular classroom work. Plywood shields cover the sewing machines in their down position and exactly match the formica top. The tables are available to fit any standard Singer Sewing Machine head. New safety precautions are incorporated into the tables. **Singer Sewing Machine Company, 149 Broadway, New York 6.**

For more details circle #215 on mailing card.

Wyandotte Germicide in One Pound Packages

Antibac, the mildly acidic germicide for food service areas, is now available in one pound glass jars with red plastic spoon combining two measuring sizes. The two-way spoon facilitates making up sanitizing solutions in one gallon or three gallon quantities. The new size package is designed to save space in smaller kitchens, lunch rooms and glass washing sinks. **Wyandotte Chemicals Corporation, Wyandotte, Mich.**

For more details circle #216 on mailing card.

(Continued on page 69)

Heavy Duty Unit for Film Rewind

The XPD-1 is a new heavy duty power rewind designed to meet the specifications of film libraries and other users. It is built to perform at peak efficiency over an eight hour period of continuous use. The unit is supplied with a 16 mm. shaft as standard or with a 35 mm. shaft when specified. It can handle reels up to 2000 feet capacity in either size. **Neu-made Products Corp., 330 W. 42nd St., New York 18.**

For more details circle #217 on mailing card.

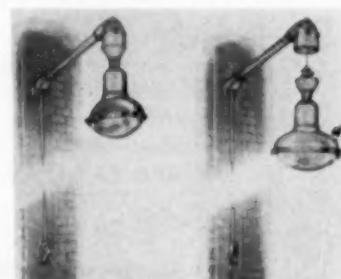
Glass Cleaner Prevents Fogging

A new all-purpose agent for cleaning glass, plastic and high luster surfaces is available in Klear-Glass. It prevents fogging of eye glasses, windshields, windows and optical surfaces caused by condensation and steam. It instantly restores optical brilliance to mirrored instruments, lenses and scopes, mirrors, glass panes and eye glasses. Treated surfaces remain fog-free and dust resistant for as long as two weeks after a few applications of Klear Glass. The liquid does not injure metals or delicate wood grain surfaces and is free of greasiness. It is supplied in pocket size and in "squeeze bottle" spray type containers for treating large surfaces. **The Buckley Corp., 607 Fifth Ave., New York 17.**

For more details circle #218 on mailing card.

Pole Brackets for Safe Luminaire Servicing

The new Servisafe wall and wood pole brackets are designed to permit safe servicing of luminaires from ground level. The patented Thompson disconnecting and lowering hanger mechanism is incorporated into the units which eliminate climbing and electrical hazards. The unit design provides for almost unlimited range of application and permits greater luminaire mounting heights for improved area illumination. Servisafe units are supplied in complete packages, ready for wiring and erecting. They can be used with standard pendant and flood



type luminaires, are easy to operate and permit quick and safe servicing. **Thompson Electric Co., 1126 Power Ave., Cleveland 14, Ohio.**

For more details circle #219 on mailing card.

What's New...

Baseboard Radiator

"Heat-Conditions" Room

Complete "Heat-Conditioning" through the delivery of Aer-e-Ated Radiant Heat is provided with the new Shaw Panel Baseboard Radiators. Easy to connect to a central hot water or steam heat source, the new units permit an effective "fluation" for all cooler air to enter the bottom of the radiator where it is quickly warmed and emitted into the room through the grille openings, blanketing the cold floor for controlled thermal comfort. The radiators provide an exact engineered ratio of the combination of warm circulating air and controlled radiant heat rays. They are 3 inches wide and 8 inches high, in a variety of lengths in opposite end or right or left end supply and return tapping to fit room piping connections and heating requirements.

The design of the radiator prevents the accumulation of dirt, dust or lint and the air circulation through the radiator keeps interior surfaces clean. The attractive front grille and radiant panel is easily cleaned and painted. Shaw-Perkins Mfg. Co., 201 E. Carson St., Pittsburgh 19, Pa.

For more details circle #220 on mailing card.

Rolling Tank Truck Facilitates Fixture Maintenance

Fluorescent fixtures and other overhead apparatus can be more easily maintained by use of the new Rol-Away aluminum five step ladder Wash-Tank Truck. The truck is light in weight and can be readily rolled in any desired direction. When the Rol-Away patented ladder is mounted by the workman, its legs slide through guides until the rubber feet rest solidly on the floor, locking truck and ladder safely in use. Curved handles and front bar add to the safety of the unit when in use. The ladder is automatically released when the workman steps off, and the unit is ready to be moved.

Twin tanks 10½ by 49 by 10 inches in size, with drain cocks, provide facilities for washing whole sections of



fluorescent fixtures by dipping. Rinse water can be carried in the second tank. A large extension shelf at the top holds

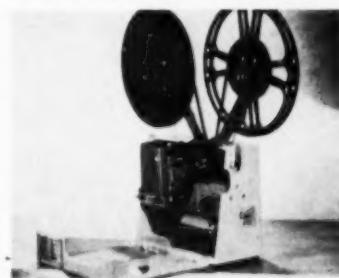
pail or other needed equipment. It can be lowered for passage through doorways. The truck can be used for maintenance of light fixtures and for cleaning ceilings, walls and venetian blinds. The Rol-Away Truck Mfg. Co. Inc., 6143 S. E. Foster, Portland, Ore.

For more details circle #221 on mailing card.

Silent Projector for 16MM. Films

The Victor Silent 16 has excellent screen image and other features which make it especially adapted to coaching, time and motion study and amateur use. The motor-driven projector has rheostat control for a forward speed range of 10 frames to 27 frames per second. Any frame can be reviewed or stopped for analyzing as desired. The air-conditioned lamphouse permits use of 750 or 1000 watt projection lamps for top quality pictures. Lubrication is properly controlled with the Lubrimatic Oil System.

Other features of the new projector include stainless steel film shoes which are automatically adjustable to varying film thickness and splices, sapphire-tipped



pawls for extra film passage without wear, Victor Safety Zone to prevent film damage, Safety Film Trips to stop the projector in case of film emergency, Dual-Flexo Pawls which prevent torn sprocket holes and scratches, and a swing-out lens for easy cleaning of the film channel and aperture plate. The Victor Silent 16 has a sturdy metal case with scratch-resistant sage-green finish. Victor Animatograph Corp., Davenport, Iowa.

For more details circle #222 on mailing card.

Two New Designs in Vitrified Chinaware

The new roll-edge coupe-shape plates in the Walker china line are available in two attractive new patterns. The new designs are also shown in the "Narrim" and regular roll-edge shapes in Walker china.

"Lotus" is an attractive floral design in soft shades of pink and gray. China with an air-brushed border featured in green or maroon on white body is given the name of "Flare." One edge of the border fades off, adding beauty and interest to this attractive yet simple design. The Walker China Co., Bedford, Ohio.

For more details circle #223 on mailing card.

(Continued on page 70)

Round Folding Table Is Readily Portable



The new Erickson Fold-A-Way Round Banquet Table has many uses in schools. The table can be easily and quickly folded or unfolded and moved to any room by one person. In a matter of minutes several tables can be set up or taken down. They roll easily to place of need on rubber tired chassis. The tables fold up to about 10 inches the narrow way for easy passage through doors and corridors. They stack together compactly when folded and occupy minimum storage space when not in use. The folding mechanism has a positive locking action.

The new round tables can be used in classrooms, cafeterias, teachers' lunch rooms and many other areas. They are available in three standard sizes: 60, 66 and 72 inch diameters, each 29 inches high. Tops are of $\frac{1}{4}$ inch plywood covered with long wearing melamine plastic. Legs and chassis are of $1\frac{1}{8}$ inch square formed steel tubing with all metal parts finished on baked-on hammerloid enamel. Haldeman-Homme Mfg. Co., 2578 University Ave., St. Paul 4, Minn.

For more details circle #224 on mailing card.

Trowel-Type Flooring Is Waterproof

After several years of test applications, a new flooring that trowels on is being made available nationally. It is almost completely waterproof and resists acids and alkalies. The flooring is formulated of a specially processed chloroprene liquid latex and a dehydrating powder. Known as Dex-O-Tex Neotex, the flooring is a tough resilient topping which can be applied from $\frac{1}{8}$ inch up to $\frac{1}{4}$ inch thick with a flat colored surface resembling concrete. It offers desirable qualities of adhesion, flexibility, resiliency, weather-resistance, durability and non-slip, wet or dry.

Test installations indicate that the flexibility and resiliency as well as adhesion assure long and useful life for Dex-O-Tex Neotex floors. Neotex Compositions can be used in conjunction with Dex-O-Tex moisture-proofing methods for special applications. Neotex floorings are available in attractive colors for institutional use. Crossfield Products Corp., 140 Valley Road, Roselle Park, N.Y.

For more details circle #225 on mailing card.

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TITLE

INSTITUTION

ADDRESS

CITY

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STATE

December, 1954

Please ask the manufacturers, indicated by the numbers I have circled, to send further literature and information provided there is no charge or obligation.

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Key

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Simpson L

202 Photocopying
Copaste C

203 Hot Food Se
Toastmaste

204 Fire Retarda
The Glid

205 Snow Throw
The Maxi

206 Vacuum Cle
Clarke S

207 Cane Fiber
The Celco

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Lexsuco,

210 Garbage C
The Ben

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2 Photocopying Machine Copaste Company	212 Book Box Combination The Brunswick-Balke-Collender Co.	222 Silent 16 Projector Victor Animatograph Corp.
3 Hot Food Server Toastmaster Products Division	213 Emco Closets Equipment Manufacturing Co., Inc.	223 Patterns in Walker China The Walker China Co.
4 Fire Retardant Paint The Glidden Company	214 Pre-Cut Turkeys The National Turkey Federation	224 Round Banquet Table Haldeman-Homme Mfg. Co.
5 Snow Thrower The Maxim Silencer Co.	215 Combination Sewing Table Singer Sewing Machine Co.	225 Neotex Flooring Crossfield Products Corp.
6 Vacuum Cleaners Clarke Sanding Machine Co.	216 Antibac Wyandotte Chemicals Corp.	226 Brochure, "TV Eye" Radio Corporation of America
7 Cane Fiber Tile The Celotex Corp.	217 Power Rewind Neumade Products Corp.	227 Water Softener Check-Up Elgin-Refinite
8 Temtrim Radiation American Radiator & Standard Sanitary Corp.	218 Klear-Glass The Buckley Corp.	228 "Beauty With A Purpose" All-Steel Equipment Inc.
9 Roof Maintenance Lexsuc, Inc.	219 Servisafe Pole Brackets Thompson Electric Co.	229 Catalog No. 140 Allied Radio Corp.
10 Garbage Can Enclosures The Bennett Mfg. Co.	220 Baseboard Radiators Shaw-Perkins Mfg. Co.	230 Heating System Catalog Illinois Engineering
		231 "Career Opportunities" American Paper and Pulp Association

What's New...

Product Literature

- Twenty basic applications of **RCA "TV Eye" closed-circuit television equipment** are described and illustrated in an informative brochure, **Form 3R2335**, issued by the Engineering Products Division, Radio Corporation of America, Camden, N. J. Specifications of the equipment and its application in various services are discussed in the folder which tells what TV Eye is, what it does and what it can do for you.

For more details circle #226 on mailing card.

- A water softener check-up service** is being made available without charge by the Elgin-Refinite Division of Elgin Softener Corporation, Elgin, Ill. A competent field engineer will check any zeolite water softener without obligation, and will submit his findings in a SECA Report (Softener Efficiency Cost Analysis). How efficiently equipment is operating will be shown in exact figures and percentages, with suggestions for action in case of inefficient operation. A survey indicated that many water softeners are operating below normal efficiency and only simple steps are necessary to bring them up. The check-up service was instituted to assist administrators and maintenance men in keeping equipment operating at maximum efficiency.

For more details circle #227 on mailing card.

- "Beauty With a Purpose"** is the title of a new catalog of steel school equipment released by All-Steel Equipment Inc., Aurora, Ill. The booklet fully illustrates and describes various models of principal's and teacher's desks, library and work tables, typing and secretarial desks, chairs, files, school lockers and cabinets.

For more details circle #228 on mailing card.

- The new 1955 Catalog No. 140 of Allied Radio Corporation, 100 N. Western Ave., Chicago 80, has recently been released. The 304 page book features a large selection of radio, television and electronic parts and equipment for use in classrooms, laboratories and shops.

For more details circle #229 on mailing card.

- A new condensed catalog, **Bulletin 110**, has been issued by the Illinois Engineering Company, Division of American Air Filter Company, Inc., 2035 S. Racine Ave., Chicago 8. It covers five major types of steam heating systems, with and without control and a full line of valves, traps and steam power specialties.

For more details circle #230 on mailing card.

- "A Guide to Career Opportunities in the Paper Industry"** is the title of an 80 page monograph describing the paper industry and the jobs available in it. More than a year of research and field work went into the study for the booklet which is available from the American

Paper and Pulp Association, 122 E. 42nd St., New York 17. The material is designed for vocational guidance, gives job descriptions and permits students to relate the needs of various jobs to their scholastic activities.

For more details circle #231 on mailing card.

Suppliers' News

Armstrong Cork Company, Lancaster, Pa., manufacturer of hard-surface floor coverings, announces the acquisition of the stock of the **Deltox Rug Company, Oshkosh, Wis.**, manufacturer of soft-surface floor coverings, including fiber and combinations of fiber, wool and rayon.

Consoweld Corporation, Wisconsin Rapids, Wis., manufacturer of plastic laminates, announces the opening of a new modern plant which will nearly triple production under former plant facilities. The new plant produces a decorative thermosetting plastic laminate in two thicknesses and 46 patterns and colors.

Pittsburgh Reflector Company, Oliver Bldg., Pittsburgh 22, Pa., manufacturer of fluorescent and incandescent lighting equipment for the institutional, commercial and industrial markets, announces the merging of its company with **Holden Lighting Manufacturers Ltd. of Toronto, Ontario, Canada**.

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TABLET
ARM CHAIR.
Ideal for class
or lecture room

DESIGNED
FOR
VALUE!



- Solid hard maple seat—saddled for comfort.
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- Heavy cast metal pedestal—non-flexing—stays put.
- Available with underseat bookrack.
- Suntan color—finished in tough scratch resistant "Celsyn".
- Available with Fiberesin plastic tablet arm

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NORTH MANCHESTER INDIANA



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Yes—We've Laid It Right on the Line!

You've dreamed of a peeler like this—and now it's a stainless steel, portable, low-cost, high-efficiency reality. We gave our development engineers a sales ceiling-figure so low it will amaze you. We specified no short cuts in Hobart quality, durability and performance. And they've successfully met both challenges by designing the industry's most outstanding buy!

Look over the partial specifications listed, and you'll agree. Think for a minute of the solid reputation of the great Hobart food, kitchen and dishwashing machine line—world's most complete. Then send the handy coupon below—quick—for complete information including price. *The Hobart Manufacturing Company, Troy, Ohio.*

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Dept. ADV.—Peeler

Please send me without obligation the following information on your newest Peeler Model 6115.

Please send specifications and quote price on Peeler Unit only.
 Peeler plus combination cabinet base and trap for floor installation.
 Please send a Hobart Representative with all the information.

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COMPANY _____

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CONVERTIBLE to cabinet floor machine. Accessory combination stainless steel cabinet-base and trap attaches easily with 4 screws at 90°, giving 4 installation possibilities—front, rear, right and left side discharge.

PORTABLE PEELER—weight, 86 lbs.

STAINLESS STEEL construction—unbreakable white plastic top.

TIMER—synchronous adjustable 4 min. Available with tumbler-type switch instead, at reduced cost.

CAPACITY—15 to 20 lbs. in 1 to 3 min.

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The World's Largest Manufacturer of Food,
Kitchen and Dishwashing Machines

No comfort problem here!



JOHNSON CONTROL Insures Ideal Temperatures and Lowest Heating Costs

1 Comfort could have been a real problem in Wellesley College's new Freshman Dormitory Group... in the spacious lounges, for example, where large glass areas and exposures have to be considered... in the large kitchen, where heat from cooking equipment is a factor... or in busy dining rooms, where conditions are affected by periodic high occupancy.

But comfort isn't a problem, and never will be, thanks to an up-to-the-minute system of Johnson Automatic Temperature Control designed to meet the exact needs of this building and its occupants. Equally important, Johnson Control makes it possible to maintain the desired comfort conditions at a large saving in fuel costs.

If comfort and economy are uppermost in your mind, remember this—college buildings get the finest in control from Johnson. Johnson brings to each building over 70 years' experience in solving every conceivable type of temperature control problem!

Moreover, every Johnson System is specially planned to meet the specific requirements of the individual heating, ventilating or air conditioning installation. And only Johnson's own full-time engineers and mechanics plan and install Johnson Control Systems. Each installation, small or large, is made exactly as planned. As a result, Johnson Control is unsurpassed for comfort, efficiency and economy.

Why not get the full story of the many comfort and fuel-saving benefits Johnson Control offers the buildings on your campus? An engineer from a nearby Johnson branch will gladly survey your problems and submit recommendations without obligation. **JOHNSON SERVICE COMPANY**, Milwaukee 2, Wisconsin. Direct Branch Offices in Principal Cities.



Freshman Dormitory Group, Wellesley College, Wellesley, Massachusetts. Shepley, Bulfinch, Richardson & Abbott, architects; Leo J. Crowley, mechanical engineer; C. H. Cronin Co., heating contractor, all of Boston.

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